

NEWS: EUROPE

Craxi loses immunity in bribes case

By Robert Graham in Rome

THE pugna battle fought by Mr Bettino Craxi, the former Socialist leader, to avoid facing charges of alleged corruption suffered a serious blow yesterday.

The special parliamentary commission dealing with magistrates' petitions for waiving immunity yesterday decided there was sufficient grounds for Mr Craxi to face the allegations on three counts. A final decision will be taken by the full house; but in the past it has been rare for the recommendation of the commission to be ignored.

The decision to waive his immunity is the first time parliament has decided such an action in the case of a former party secretary. Immunity has already been waived in the case of Mr Gianni de Michelis, the former foreign minister and deputy Socialist leader, who is facing corruption charges over alleged bribes linked to construction contracts in Venice.

Milan magistrates have sent a dossier to parliament listing more than 40 incidents in which Mr Craxi is alleged to have received illicit funds for his party to the tune of L36bn (£16.4m). They asked parliament to allow them to proceed with charges on separate counts of corruption, illicit

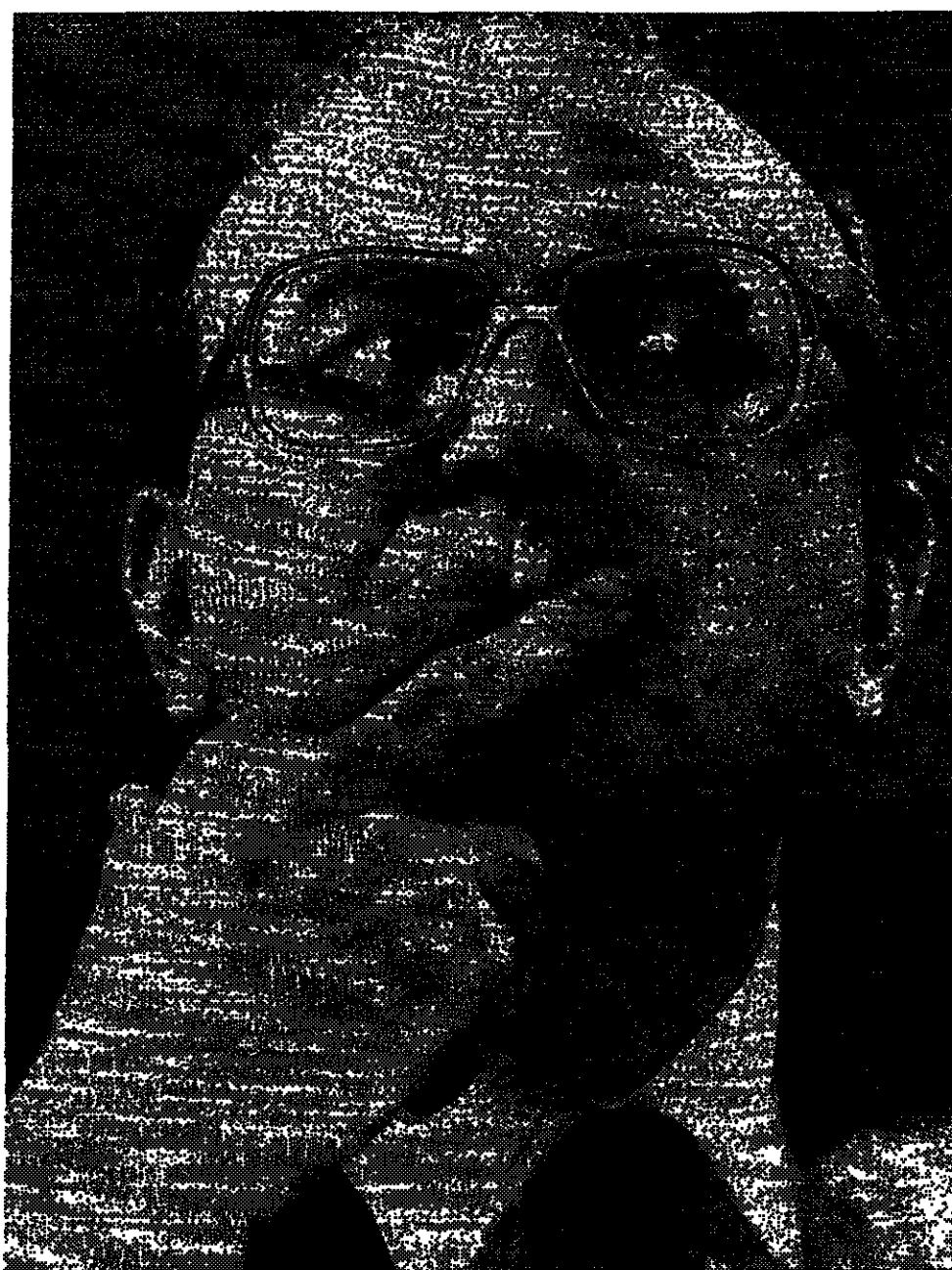
party funding and receiving stolen funds.

The Socialist members of the commission sought to limit the waiving of immunity on the two lesser counts of corruption and illicit party funding. But the commission accepted all three.

More than 50 deputies and senators have so far received notice they are under investigation in Italy's wave of corruption scandals; and yesterday two more were caught in the net, including Mr Francesco Cafarelli, the Christian Democrat deputy who is currently secretary of parliament's anti-Mafia commission. But at the beginning of this month documentation for only 45 requests to have immunity waived to face corruption charges had been received.

Mr Craxi was not present at yesterday's hearing but sent a letter repeating earlier allegations that Milan magistrates were waging a deliberate campaign to discredit him and the Socialist party.

Mr Craxi was first served notice he was under investigation for alleged corruption on December 15. Since then he has received 11 other cautions. Hearings have not covered investigations into the transfer of funds to a Swiss bank account for the Socialist party by the late Mr Roberto Calvi, head of Banco Ambrosiano.



Craxi: more than 40 instances of illegal funding have been alleged

Eni chief joins the corruption scandal list

By Haig Simonian in Milan

MR Gabriele Cagliari, the chairman of Italy's Eni energy and chemicals state holding company, has been arrested on charges of alleged corruption and illegal funding of political parties. Separately, Mr Franco Ciatti, chairman of Eni's Nuovo Pignone subsidiary, was arrested on corruption charges.

Mr Cagliari is the most senior businessman to be detained by Milan magistrates investigating contracts from the Eni state electricity authority since a sweep of Eni's contractors began last month. The arrests, in connection with contracts for gas turbines for Eni power stations, had an immediate impact on the Milan stock exchange. Coupled with growing uncertainty about the future of the government of Mr Giuliano Amato, the Comit equity index fell by 17.11 points to 511.02, while the lira came under heavy pressure, dropping to L965.38 against the D-Mark.

The involvement of Nuovo Pignone in the corruption investigations could represent a blow to the government's ambitious privatisation programme, as the company is one of the top candidates on the list of planned disposals. Yesterday Nuovo Pignone's works council called on the government to suspend the privatisation, citing the need for

maximum transparency. The arrest of Mr Cagliari could also set back plans at Eni, which hopes to float stakes in its Agip petroleum and Snam gas distribution operations, as well as sell smaller subsidiaries.

Mr Piero Barucci, the Treasury Minister, yesterday stressed the arrest would not affect Eni's operations. Under changes pushed through by the government last year, everyday responsibility for running the company had passed to its managing director, Mr Franco Bernabe. In a statement, Eni said its board would be meeting soon to consider the implication of Mr Cagliari's arrest.

Eni had already come under judicial scrutiny earlier this year, when Mr Cagliari was informed by Rome magistrates that he could face prosecution. The list of those arrested, and mostly released, includes Mr Giampiero Pesenti, chairman of the Italmobiliare holding company which controls the Franco Tosi engineering group, Mr Roberto Fochi, chairman of Filippo Fochi, a listed engineering concern, and Mr Aldo Belli, managing director of the big Belli plant building and engineering group.

According to leaked testimony, Mr Ciatti admitted to having paid L4bn (£1.8m) in kickbacks, equivalent to 10 per cent of the orders received from Eni. The money was paid into an unspecified foreign bank account.



Cagliari: Socialist party links

Technician who put his company centre stage

MR Gabriele Cagliari, chairman of Italy's Eni state energy and chemicals concern, has the look of a man more at home on an oil rig than in the office.

However, it would be wrong to portray him merely as a burly technician. Under his chairmanship Eni has pursued a high-profile sponsorship of Milan's famous La Scala opera house. He regularly attends the opera's glitzy "prima" each December. Mr Cagliari, 62, is also a keen supporter of the Aspen Institute's Italian branch, which organises regular conferences on environmental issues, particularly related to energy and the Mediterranean.

Haig Simonian profiles the man with a love for risks

An industrial engineering graduate of Milan's prestigious polytechnic, he joined Eni in 1955, starting at the Houston, Texas, office of its Anic subsidiary. He stayed with the group, then beginning its long challenge to the international oil industry's dominant "seven sisters", for the next 11 years. The period took him from the US back to Italy, where he moved to Eni's Snamprogetti plant engineering subsidiary.

After a spell at Eurotecnica, an energy-related engineering group, Mr Cagliari returned to Eni in 1981. Two years later he

joined the group's managing board, where he concentrated on the tormented restructuring of Italy's chemicals sector. In 1989 he succeeded as chairman Mr Franco Reviglio, the socialist university professor who is now minister of finance.

The choice of Mr Cagliari was in many ways obvious. Apart from his technical background, he was one of relatively few senior Italian executives to have had wide-ranging job experience abroad. He speaks good, if not perfect, English.

Perhaps as important, he

bore the right political stamp, having been closely associated with the Socialist party, which has dominated Eni since its creation. Recently, his political credentials have brought Mr Cagliari under media scrutiny. Links have been traced between private family businesses and those of Mr Silvano Larini, the playboy Socialist architect closely associated with Mr Bettino Craxi, the former Socialist party leader, who gave himself up to Milan magistrates.

Nuovo Pignone, one of the prime candidates on the government's privatisation list, is Italy's leading producer of gas turbines, compressors and other high-technology engineering equipment. It is a lead-

ing supplier to Eni, which has been concentrating on natural gas as an alternative energy source since Italy decided to close down its nuclear power programme in the late 1980s.

Gas had been taking an increasing role in national energy policy even before the first oil price shock of 1973. Although traditionally specialised in lower-capacity machines - a spin-off from its expertise in compressors - Nuovo Pignone also produces the high-powered turbines used in big power stations under licence from General Electric of the US.

It is this activity for Eni which has now put Mr Cagliari and Mr Ciatti behind bars.

Eni's Nuovo Pignone subsidiary, based entirely on its public business role rather than any private activities.

Both men have been held on allegations of corruption and illegal political funding in relation to Nuovo Pignone's contracts to supply gas turbines to the Eni state electricity authority.

Nuovo Pignone, one of the prime candidates on the government's privatisation list, is Italy's leading producer of gas turbines, compressors and other high-technology engineering equipment. It is a lead-

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Sweden urged to boost savings

By Christopher Brown-Humes in Stockholm

AN independent commission set up by the Swedish government has called for a quicker resolution of the country's banking crisis and for further savings of up to SKr70bn (£6.3bn) to help tackle the country's acute economic difficulties.

The commission, led by economist Mr Assar Lindbeck, broadly supported the country's current monetary policy, saying that too swift a lowering of interest rates risked higher inflation and a further weakening of demand.

In a report published yesterday, it said: "The central bank is advised to continue its strategy of a gradual reduction in short-term interest rates, provided there is no dramatic fall in the exchange rate or a dramatic increase in long-term interest rates."

The report was commissioned by Ms Anne Wibble, the finance minister, in December to provide a blueprint for Swedish economic recovery in the wake of the forced cur-

rency flotation last November.

Mr Lindbeck said top priority should be given to restoring the country's banking crisis. He also suggested that Sweden needed to save or raise a further SKr60-70bn in the next five years in order to stabilise public debt at 40-50 per cent of GNP by 1998.

High long-term unemployment was the most serious threat facing Sweden, but the country needed to get better value out of the SKr90bn allocated to programmes for the jobless. He called for reduced benefits and a shift towards less expensive training programmes.

In its list of 113 proposals the commission also suggested increasing the government's mandate period, cutting the number of MPs, strengthening the budget process and reducing the influence of all types of interest groups.

The aim now will be to build consensus through wide-ranging discussions in the coming weeks, with some of the proposals likely to be adopted in the country's supplementary budget next month.

Greeks queue to file tax returns in Athens

By Kerin Hope in Athens

LONG queues at inland Revenue offices around Athens are the first indication that the Greek government's efforts to reduce tax evasion may be having an effect.

The Finance Ministry is optimistic that its television campaign, exhorting Greeks to "make a new start" by filing a tax return, will produce a 15 per cent rise in the number of income declarations received by Friday's deadline.

Recession and the launch of the single market has affected revenue collection in recent months, with VAT receipts showing a sharp decline. However, Greece faces much bigger problems in trying to restrain an underground economy that may have doubled in size over the past decade, and reversing a widely held belief that no intelligent citizen pays more than a minimum of tax.

"One of the main reasons revenues are behind just now is because, under single market rules, VAT is no longer collected at customs but when goods are sold," according to

Mr Stefanos Manos, the economy minister.

"That's less worrying than the very large degree of tax evasion. The black economy is anywhere between 35 and 50 per cent of the real economy. That's a huge amount of money going untaxed."

Cuts in the levels of corporation tax and income tax, introduced when the fiscal system was overhauled last year, appear to have made little impact on attitudes.

A recent Finance Ministry check of credit card receipts on the island of Santorini, a popular tourist destination, revealed that shopkeepers were declaring only 8.5 per cent of transactions. It was followed by a sample cross-checking of company returns, which resulted in about 25,000 businesses being asked to file a supplementary tax declaration.

Computerisation is under way, but it will be some time before automatic cross-checking can be widely applied. Meanwhile, tax officials are being offered an incentive to press for payment of tax arrears: a share of the receipts.

Goodman defends company against fraud charges

By Tim Coone in Dublin

Mr Larry Goodman, the controversial founder of Goodman International, Europe's largest meat processor, yesterday appeared in the witness box to defend his company against allegations of fraud, abuse of EC payments systems, and political favouritism.

Speaking before a parliamentary enquiry into the Irish meat industry, Mr Goodman claimed the allegations have been "blown up out of all proportion." Although he did not deny some breaches of regulations had taken place at a couple of his plants, he said that a comparison should have been made with other companies in

the industry. "We can back our record against anyone's," he said.

Goodman International ran into financial difficulties in 1990 following the Gulf war and the suspension of export contracts to Iraq. An examiner was appointed in August of that year to enable the company to arrange an agreement with its 33 creditor banks to whom it owed some £2460m (£2450m).

The banks had guaranteed a further £200m against beef contracts.

Answering allegations that his company had taken advantage of the EC intervention system, Mr Goodman said: "Prior to Ireland joining the

EC, our net margins were in excess of 5 per cent. They have never been at that level since. We lobbied very strongly against the intervention system as we were concerned that people would sell without any marketing effort. It removed the incentive for companies to market in Europe and abroad."

The Goodman group has become Europe's biggest supplier of meat products to supermarket chains in the UK. Accusations of dishonesty made in the witness box by the prime minister, Mr Albert Reynolds, against a cabinet colleague last October resulted in the collapse of the coalition and a general election last year.

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West German economy shrinks by 1%

Powerhouse of Europe weakens markedly as recession fears grow

By Christopher Parkes
in Frankfurt

WESTERN Germany, the powerhouse of the European economy, saw a fall of 1 per cent in gross domestic product in the last quarter of 1992, compared to the previous quarter. The figures underlined "recessive tendencies", the federal statistics office said yesterday.

Conditions had worsened steadily following a relatively strong showing in the first

three months of last year, when mild weather helped gross domestic product to grow by a seasonally adjusted 1.5 per cent.

Excluding that anomaly, growth has now been shrinking since the summer of 1991, yesterday's figures showed.

While the fourth-quarter fall is less than the 1.5 per cent estimated by the Bundesbank recently, it demonstrates that economic activity is weakening markedly.

Independent economists now expect the economy to shrink by up to 2 per cent this year.

The statistics office pointed out that capital investment in the quarter under review had fallen by 4.6 per cent: the biggest drop since mid-1984. Meanwhile, the number of people employed in the west had fallen, by 89,000, for the first time in nine years.

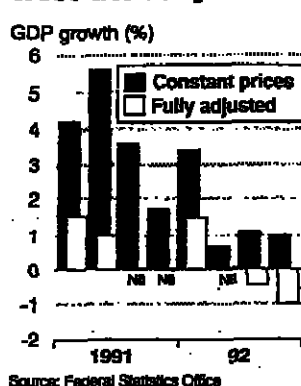
A 2.5 per cent increase in domestic demand in the last three months of 1992 helped

push imports up 4.7 per cent while exports rose by only 0.6 per cent, the office added.

Meanwhile, investment in construction was 6.7 per cent higher due mainly to continuing demand for housing.

Private consumption rose 1.8 per cent, partly under the influence of the increase in value added tax on January 1, which spurred demand for consumer durables.

West Germany



Source: Federal Statistics Office

Kohl calls for G7 political backing for Yeltsin in crisis

By Quentin Peel in Bonn

MR Helmut Kohl, the German chancellor, has written to fellow western leaders urging their support for Mr Boris Yeltsin, the Russian president, in his constitutional struggle, according to diplomats in Bonn.

In particular, Mr Kohl has passed on a query from Mr Yeltsin asking for confirmation of western political support if he is forced to introduce emergency measures in Russia. The

letter, sent directly to western leaders in the Group of Seven industrialised states, including US President Bill Clinton, President Francois Mitterrand of France, and Mr John Major, the British prime minister, reports Mr Yeltsin's confidence that the Russian military will support him if he seeks emergency powers, the diplomats said.

It also spells out the Russian leader's determination to make one final effort at reaching agreement with the Russian

parliament, while expressing some doubt about the likelihood of such a deal.

The letter follows Chancellor Kohl's brief stop-over in Moscow for talks with the Russian president last week, on his way back from a two-week trip in Asia.

It reflects deep German anxiety about the growing instability in Russia, and doubts about the ability of Mr Yeltsin to implement a coherent government policy during the current constitutional crisis.

Bosnians urged to accept ethnic map

RUSSIA yesterday stepped up pressure on Bosnia's warring parties to accept the international peace plan, dividing their land into 10 semi-autonomous provinces mainly along ethnic lines, agencies report.

The Russian statement was issued as Bosnia's Moslem-led government and its Serb adversaries time to decide whether they accept the mediators' map.

A UN relief convoy attempting to reach a trapped Moslem town in eastern Bosnia was stuck at the Serbian border yesterday.

absence of a real alternative to the Vance-Owen plan as the basis for a settlement in Bosnia-Herzegovina," Russian President Boris Yeltsin said.

The peace talks in New York were interrupted on Saturday to give the Bosnian Moslem government and its Serb adversaries time to decide whether they accept the mediators' map.

A UN relief convoy attempting to reach a trapped Moslem town in eastern Bosnia was stuck at the Serbian border yesterday.

Krupp steel plant closure sparks protest

By Ariane Genillard in Bonn

KRUPP Stahl yesterday announced it will close an entire steel mill in Rheinhausen, in the heart of the Ruhr region, making the mill the first casualty of the German steel crisis.

The closure, which will take place in the second half of the year, will involve the loss of 2,000 jobs. Steel production will be partially transferred to the company's mills in Dortmund, also in the midst of restructuring. The company also announced a further 2,500 jobs will be cut there.

News of the closure of the 100-year-old plant in Rheinhausen immediately sparked protest among steel workers. "We had to decide with a grieving heart to concentrate our steel production in Dortmund," Mr Jürgen Harnisch, chairman of Krupp Stahl told protesters yesterday. The production concentration at Dortmund should improve company results by DM250m (£106m), in addition to savings of up to DM300m coming from

the merger of Krupp and Hoesch, he said.

Rheinhausen was once the site of a fierce battle when steel workers took to the streets in 1988 and won its temporary survival. Over 10,000 workers took part in protests again last month after Krupp Stahl announced it was considering closing one of its many plants.

Survival chances for its steel plant in Siegen, also marked for possible closure, improved after Mr Harnisch said yesterday he was considering a mini-mill concept to reorganise its special steel production. The move could save an estimated 1,500 jobs for the 4,000 workers currently employed at the plant. "We think this could be a workable concept," he told the Westfalenpost, a regional newspaper.

The newspaper also cited officials at Krupp Stahl saying prospects for co-operation talks between their company and Thyssen Stahl and Saarstahl, the largest and sixth largest German steel producers, were "very bad".

Philips to axe jobs in Belgium

By Ronald van de Krol
in Amsterdam

Philips, the Dutch electronics group, said yesterday that it planned to cut 800 jobs in Belgium as part of a trend to produce audio equipment in Singapore and other parts of the Far East.

The job losses, to be spread over two years, are the first big cuts announced since Mr Jan Timmer, Philips' president, unveiled plans last week to eliminate 15,000 out of 252,000 jobs in an attempt to restore profitability in its loss-making consumer electronics business.

The Belgian job losses will focus on Philips' operations in Hasselt, where the company employs nearly 2,000 people and where it produces compact disc (CD) players and CD-interactive, a multi-media version of the CD.

Philips in Belgium said these products could be manufactured 25 per cent cheaper in Singapore. The remaining Hasselt operations will concentrate on more complex audio equipment.

In Belgium, as in the rest of the world, Philips is confronted by stagnant markets for consumer electronics.

Poland moves back on track with debt talks

Warsaw negotiator smoothes ruffled feathers of banks

NEGOTIATIONS for a reduction in Poland's \$12.1bn (£8.5bn) debt to foreign commercial banks are now expected to take on a new urgency following International Monetary Fund approval this week of a \$655m stand-by credit.

An initial approach was made to foreign banks represented by the London Club of bank creditors early in February after an 18-month hiatus. The Polish team was led by Mr Krzysztof Krowacki, formerly Poland's main trade official in Washington and recently appointed as Warsaw's debt negotiator. He defines Poland's goals as "a reasonable agreement on all aspects of our debt linked to our real capacity to pay".

The \$12.1bn which Poland owes the banks is made up of capital and the capitalised interest accumulated since Warsaw suspended debt service on all but \$1.1bn of revolving trade credits three years ago. The number of bank creditors has fallen to around 300 from 460 ten years ago as many smaller creditors have quietly sold off their Polish debt on the secondary market. Some debt was also bought back illegally by Polish officials implicated in the so-called Fozz scandal two years ago. Fozz is the Polish acronym for the now-disbanded Polish debt office.

Poland continued to service its commercial bank debt for eight years after suspending its much larger official debt to government agencies in March 1981. A decade of accumulating unpaid debt service pushed up the original \$20bn official debt to \$33bn. But in March 1991 the Paris Club of official creditors agreed a two-stage, 50 per cent, debt reduction which was conditional on Poland receiving IMF approval for its reform policies and budgetary discipline.

The decision to suspend servicing most bank debt was taken partly on the advice of US academic advisers shortly after the collapse of the communist regime. The move angered the banks as did the decision to stop servicing the \$1.1bn revolving trade credit only days before talks resumed with London Club representatives.

One of Mr Krowacki's first tasks at the resumed talks was to explain Warsaw's decision. "We had to place all the debt on the same basis so that we could deal with it comprehensively," he explained. But the unilateral move to non-performing status only days before debt talks resumed was an expensive blow for holders of the revolving credit.

Apart from smoothing the ruffled feathers of bank creditors, Mr Krowacki also has to explain to his domestic audience why Poland needs to reach an agreement on debts incurred under the communist regime. "Few Poles realise that we pay a hefty credit risk premium. The combination of a 4 per cent premium and wider spreads is sometimes higher than the base interest rate

itself," Mr Krowacki says. Warsaw's poor credit rating is an important element in Poland's relative lack of success in attracting private investment, which has been channelled mainly into Hungary and the Czech Republic. Hungary, whose per capita foreign debt is double the Polish level, received over 60 per cent of the \$7bn private capital which flowed into central Europe between 1980-92. Hungary's strong credit rating, sharply declining debt/export ratio and rising reserves has widened its access to US and Japanese as well as European capital markets and reduced the cost of borrowing.

At present Poland is paying only reduced interest on its Paris Club debt. Next year it will have to pay full interest and in 1995 Warsaw will have to resume capital repayment of around \$2bn annually in addition to between \$500m and \$600m in interest payments. A London Club agreement would require additional repayments on the bank debt.

All this has serious budgetary implications for a country

Anthony Robinson and Christopher Bobinski review the chequered history of debt servicing

facing a sharply rising domestic debt burden and the need to keep the budget deficit to around 5 per cent of GDP. This is the main target outlined in Poland's letter of intent to the IMF in connection with the latest standby loan.

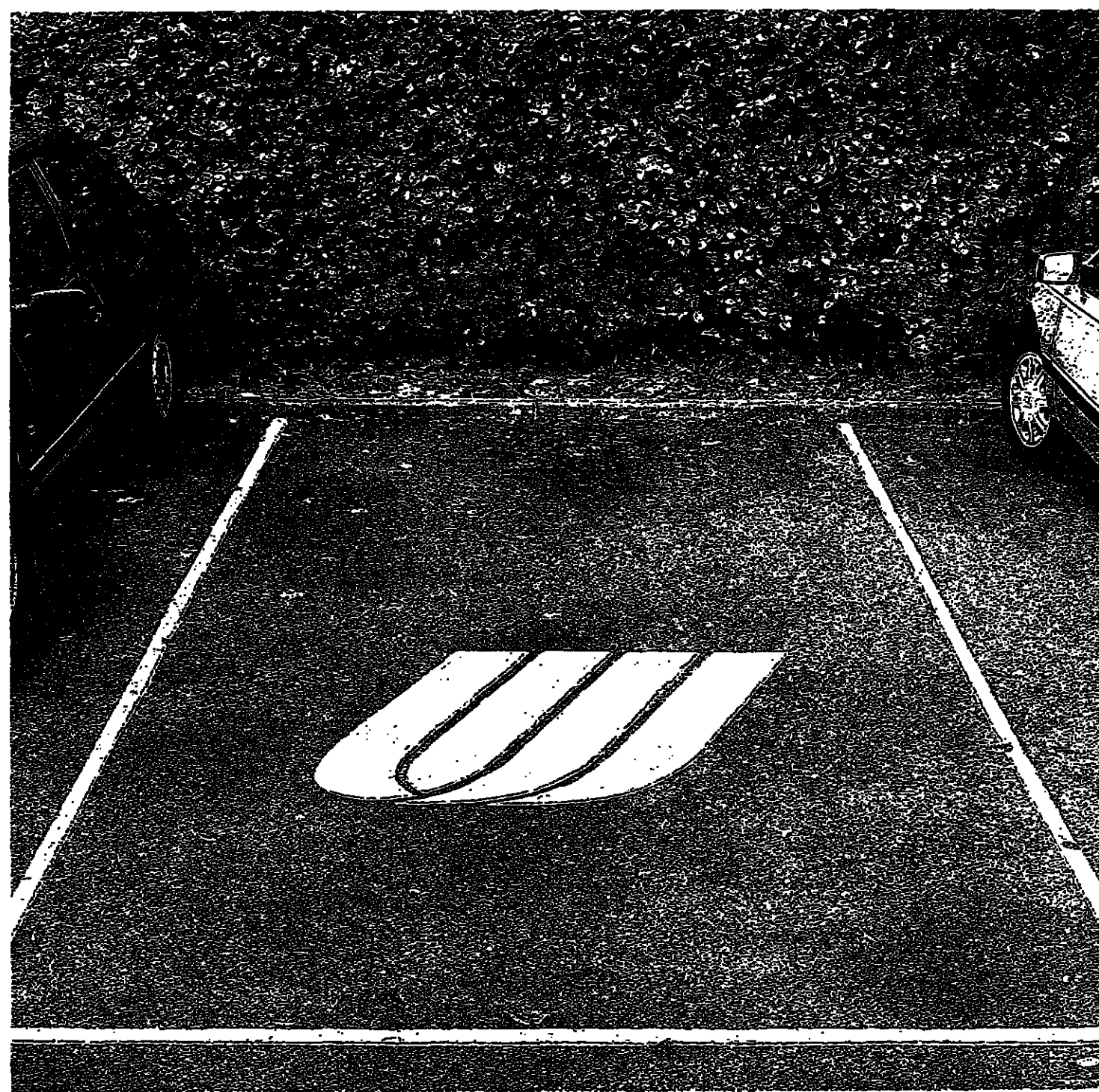
Servicing foreign and domestic debt will consume 12 per cent of total budget spending in fiscal 1993, according to Mr Jerzy Osiatynski, the finance minister. This will rise to around 35 per cent by 1995 if repayments under both Paris and London Club agreements have to be financed.

This will require fresh money and refinancing of existing debt on a substantial scale. Borrowing alone will not be enough. Poland also requires further strong export growth and rising inflows of foreign equity capital.

Mr Osiatynski believes that measures will be required before long to boost exports. "I would prefer to do this through tax concessions to exporters rather than by devaluation which feeds back quickly into inflation. But tax concessions would erode revenue and bring us into conflict with the European Community," he says.

His words reflect the narrow margin of choice in a country which has achieved an economic transformation in three years, but badly needs a commercial debt agreement to facilitate investment on the scale required to ensure steady growth.

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NEWS: INTERNATIONAL

Kim tackles political old guard

John Burton reports on South Korea's own 'Trojan Horse'

MR Kim Young-sam has turned out to be a political "Trojan Horse" since becoming South Korea's president almost two weeks ago.

Mr Kim entered the presidential Blue House under the banner of the ruling Democratic Liberal party, but he has acted more as the opposition leader he once was by challenging the political establishment.

"No one expected the breadth of the changes that Kim has introduced to sweep out the old guard," associated with the country's former military rulers, said one Western diplomat. "He's blasting away at all fronts as rapidly as possible to keep his opponents off balance."

But there are already signs that Mr Kim is provoking a backlash. His widely acknowledged political skills may soon be put to the test as he tries to protect his reforms while maintaining the momentum for change.

There is little doubt that the new president has trodden on the toes of some key institutional powers.

He appointed political reformers to the Blue House and his cabinet, while largely ignoring politicians from the DLP's dominant conservative faction.

He also named political loyalists from his minority group to head the DLP instead of choosing a cross-section of officials from the party's competing factions.

The new president has quickly moved to impose civilian control over the military by ousting the hardline army chief of staff and the head of military intelligence. He also ordered a purge of the once-feared Agency for National Security Planning, not to accept political espionage organisation.

He appears to be settling personal scores in the process. Prosecutors yesterday sought an arrest warrant for Mr Chang Se-dong, a former NSP director who is accused of arranging attacks on rallies of Mr Kim's opposition party in 1987.

Few ever questioned Mr Kim's commitment to democratic reform since he opposed the military dictatorship for three decades. But many have been surprised by the decisiveness that he has displayed in implementing change because he lacks a widespread power base, in spite of joining the ruling party in 1990.

Nonetheless, "one should not underestimate the potential source of opposition against Mr Kim," explains one seasoned political observer.

The first indication of resistance came in a series of newspaper disclosures last week about alleged past unethical actions by several of the newly-appointed cabinet ministers.

The printed exposes, which would have been unthinkable a few years ago when the media was tightly muzzled, proved highly embarrassing since Mr Kim

More than 100,000 North Koreans held a rally in Pyongyang yesterday as the country went on a "semi-war" footing in response to a huge military exercise in South Korea, Reuters reports from Tokyo. The (North) Korean central news agency said Workers' Party official Choe Tae-pok addressed the rally, called in support of an order by military chief Kim Jong-il putting the communist nation on heightened alert.

"No one can vouch they (Seoul and Washington) will not go into a real war against North Korea while staging the manoeuvres," Choe said. Washington and Seoul say the annual Team Spirit joint military exercise is a purely defensive exercise.

On Monday Kim Jong-il said he was acting because "war may break out any moment".

He immediately sacked three ministers.

The Blue House believes that details of the transgressions were leaked to the press by the political opponents who had access to intelligence dossiers.

Although a military coup remains a remote possibility, the incident reveals that dismissed army officers and intelligence agents could play a mischievous role in creating discontent against Mr Kim.

Mr Kim must also maintain firm control over the faction-ridden DLP, although his position appears secure for the moment since most of his main rivals left the party in protest after he received the DLP presidential nomination last year.

But he may find it difficult to instil loyalty among DLP legislators if he adheres to his promise not to accept political contributions from business and distribute the funds to the party members as was done in the past.

The powerful bureaucracy could also pose problems for Mr Kim. Although many of his ministers are experts in their fields, they lack administrative experience and consequently may fail to gain control of their organisations. However, Mr Kim may rely on the more savvy technocrats in the Blue House to maintain command over the bureaucrats.

In pushing through reforms, Mr Kim does have allies of potentially enormous strength. One is business. Although the Seoul bourse initially reacted adversely to some of his anti-corruption measures because of the chilling effect they would have on stock trading, business leaders seem pleased with the president's programme of economic deregulation and his gradual approach toward reform of big business.

Mr Kim has also gained wide public support because of his anti-corruption campaign and his democratic reforms. If Mr Kim can maintain the public trust, he may yet achieve his goal of creating a "New Korea."



Faisal Husseini, chief Palestinian peace negotiator (second from right) and colleagues in London yesterday after resuming contacts with British ministers

Deportee demand deadlocks peace process

By Roger Matthews, Middle East Editor

THE Palestinians will not resume Middle East peace talks until Israel agrees to stop deporting people from the occupied territories, its leading negotiator said yesterday.

Mr Haidar Abdel-Shafi told Reuters in Jerusalem that the talks would remain deadlocked as long as Mr Yitzhak Rabin, Israel's prime minister, reserved the right to deport people. Israel deported 415 Palestinians to southern Lebanon in December and has so

far refused to implement fully UN Security Council resolution 799 which calls for their immediate return.

Mr Abdel-Shafi's assessment of the peace process came shortly before Britain added its diplomatic weight to efforts to get the talks restarted by meeting representatives of the Palestine Liberation Organisation in London.

Mr Douglas Hogg, minister at the Foreign Office, ended a two-year British ban on top-level contacts with the PLO during talks with Mr Faisal Husseini, the leading

Palestinian in the occupied territories, Mr Hael Fahoum, who heads the PLO European section in Tunis, and Mr Afif Safieh, its London representative.

Mr Warren Christopher, the US secretary of state, said yesterday his government would not be following the British example because of disappointment at the PLO's failure to be of assistance on terrorism issues. "We're going to continue, at least for the time being, with our present policy," Mr Christopher said.

Britain informed the US in

advance that it was resuming ministerial contacts with the PLO and did not encounter any opposition. Israel, however, complained about the resumption of British contacts, arguing that it would damage the peace process.

Mr Yassir Arafat, the PLO chairman, hoped that the British move and an earlier Belgian decision to upgrade the Palestinian mission in Brussels signalled a more positive European role in the peace process.

Mr Hogg said after his meeting with the three Palestinians

that they understood the importance of resuming bilateral negotiations with Israel. "Further movement on the question of deportation would greatly facilitate their ability to come back into the talks," he added.

Mr Safieh, who has been working hard for a resumption of ministerial contacts, described the meeting with Mr Hogg as "warm, constructive and very promising".

Mr Husseini added: "I am optimistic. I believe that by more work we can solve this problem of the deportees."

S Africa plan focuses on equality

Philip Gawith and Patti Waldmeir report on a radical economic programme

THE South African government yesterday launched its most radical economic restructuring programme since it took power in 1994.

The programme, which reflects a new emphasis on equality, would touch almost every aspect of economic life.

It aims to increase the amount of investment in relation to gross domestic product to improve productivity and to re-establish the stable financial environment without which investors cannot prosper.

It is a classic supply-side restructuring programme - but with a human face, designed to make it palatable to opposition political forces whose approval must be gained if it is to succeed. Initial union reaction was positive, with a leading union economist describing the plan as a useful starting point rather than rejecting it out of hand.

The changes required to effect it are enormous.

They include:

- Reducing government current expenditure to 20.1 per cent of GDP in 1997 from 26.3 per cent in 1992;
- Lowering the company tax rate to 40 per cent from 48 per cent, and the individual's marginal rate to 40 per cent from 43 per cent, by 1997;
- Reducing tariff barriers on imports to 15 per cent (possibly 14 per cent) in 1997 from 27 per cent at present;

- Keeping real wage increases to 0.75 per cent per annum;
- Taking a tougher line on anti-competitive behaviour, price-fixing and collusion;
- Balancing the budget by 1997. (Last year's deficit represented 9 per cent of GDP);
- Phasing out exchange control.

Success will depend on wage restraint from the unions and an inflow of foreign capital equivalent to 2.8 per cent of GDP in the mid 1990s, falling off later (largely from international financial institutions).

It will also depend on a strong government's ability to push through unpopular reforms - at a time when Pretoria is about to hand over to a power-sharing government which could prove weak and fractious.

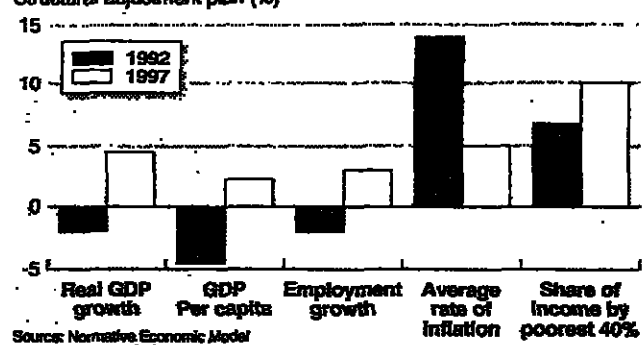
The programme is published against a background of widespread acceptance of the pressing need for fundamental economic restructuring.

"South Africa cannot afford another decade of poor economic growth, since this will only lead to greater unemployment, poverty, violence and social instability," comments Mr Derek Keys, minister of finance and the driving force behind the document, in the foreword.

At the heart of the programme is the simple assumption that levels of investment, and productivity of that investment, must be raised if South

South Africa

Structural adjustment plan (%)



Source: Narrative Economic Model

Africa to meet its daunting development challenge. Fiscal and monetary discipline improved functioning of product and labour markets and liberalised trade and financial markets are among the programme's goals.

The focus is on providing long-term solutions to structural problems, rather than short-term palliatives. The approach will be gradual as the government believes the economy, and the society are too sick to survive a "big bang" approach.

Government officials acknowledge they have long paid lip service to economic progress.

And while some progress has been made - for example in monetary policy and agriculture - it took the deepening

less-developed socio-economic framework, in particular the equitable access of all South Africans to all opportunities in the economy.

During the difficult political transition to democracy, the government would provide a package of measures including labour intensive public work schemes, unemployment insurance and special training programmes.

Mr Keys has been careful to stress that the restructuring proposals are not prescriptive, but are meant to provide a platform for debate.

But his officials make clear that reform will begin with next week's budget. "It may have more teeth than people would like to see," says Mr Jacobs.

The document highlights constraints on growth: in the short term, a large fiscal deficit could crowd out a private investment revival, and balance of payments problems will constrain growth if large net capital outflows cannot be stemmed.

The longer term constraint is the legacy of apartheid - defects in the socio-economic system, such as large distances between industrial centres and labour force accommodation, and lack of education and skills which would "prevent the full participation in the growth process by the country's large developing community."

What is envisaged is a process of structural adjustment in the developed market economy and a reconstruction of its

Democracy where no one ever argues

Indonesia's president will be re-elected unanimously today, writes William Keeling

INDONESIA'S President Suharto is likely to get unanimous support from the People's Consultative Assembly (MPR) today when it elects him into a sixth term of office. The lack of opposition is part of Indonesia's "consensus" democracy, say ministers. But government critics believe it signals trouble for when Mr Suharto, now 71, finally relinquishes power.

The assembly meets for 11 days every five years to ratify the government's programme and vote for the president. Its five factions - the ruling Golkar party, two opposition parties, military representatives and provincial leaders - have always concurred on all economic and political issues.

Even demands by the small nationalist, pro-Christian Indonesian Democratic party for an electoral process less favourable to the ruling party were withdrawn to avoid a vote, an act which "shows a maturity of democracy in our country," says energy minister Mr Ghuandar Kartasasmita.

Investors in the Jakarta stock market have welcomed the prospect of five more years of Mr Suharto. After a depressed second half of 1992,

the composite index has risen 13 per cent this year. Brokers say foreign buying has increased ahead of the election.

Golkar dominated last year's general election for 400 of the 500 seats of the lower parliament. Representatives of the armed forces, which have a political role enshrined in the constitution, fill the remaining 100 places. The 1,000-member assembly consists of the lower parliament and 500 members appointed by the government.

Golkar has formed the government since 1977, the first election following Mr Suharto's assumption of power in 1965. Political analysts worry that this monopoly on power is storing up problems for the future.

Mr Cornelius Lay, a lecturer at the University of Indonesia, believes long exclusion of opposition parties from power may produce radicalism as they become disenchanted with the political process.

Mr Suharto, however, a former major-general, is unlikely to relax his grip. Last week he criticised liberal democracy as failing to sustain development. He reaffirmed the military as "an inseparable part of our democracy".

He is bolstered by a track

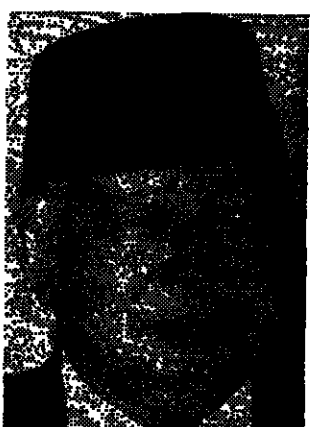
record of economic growth averaging 6 per cent a year over the last two decades. The proportion of the population living in absolute poverty has fallen from 60 per cent in 1970 to under 15 per cent. Annual per capita income has risen from \$70 in the mid-1960s to over \$600 (\$422) now.

Mr Suharto can also point to an influx of foreign investment worth \$34bn over the last five years. Non-oil exports, driven by an increase in manufacturing investment, have risen from \$8.5bn in 1987 to an estimated \$21bn last year and are growing at 30 per cent a year.

However, some businessmen are concerned that Mr Suharto's next cabinet, to be announced within two weeks, will reverse the trend toward economic deregulation, where the government has liberalised the banking sector in particular, and return to a policy of state intervention.

The government is already providing substantial funds for a state-owned high-technology sector involved in aircraft, shipbuilding and munitions manufacturing.

Donor agencies complain that what the government calls deregulation has to date often



Suharto: no heir apparent

entailed transferring state monopolies to favoured private companies, while the system of competitive tender is often disregarded by the government when awarding contracts.

On balance, however, donors and businessmen are hopeful for continued economic growth and, with the military playing a central role, a peaceful transfer of power from Mr Suharto.

As one business executive explains, possibly the most del-

icate task is to complete the smooth transition from the old generation military leaders (who fought for independence) to the new generation.

There is still, however, no apparent successor to Mr Suharto. General Try Sutrisno, the sole vice-presidential candidate and former aide to Mr Suharto, is regarded by many officials as lacking charisma.

Senior diplomats believe General Wisnomo Arismunandar, deputy chief of army staff and Mr Suharto's brother-in-law, is being groomed for the job. His appointment, however, would antagonise government and military officials keen to prevent the Suharto family, already powerful in business, becoming a ruling dynasty.

What is apparent, say the government's critics, is that Indonesia's 185m people will have little involvement in choosing the next leader. And the three separatist movements in Aceh, Irian Jaya and East Timor are a reminder that political stability is not assured. Without Mr Suharto and the depth of authority he commands, Indonesia's "consensus" democracy may begin to crack.

Fujitsu cuts back on new recruits as profits fall

FUJITSU, Japan's largest computer company, is cutting recruitment drastically and shaking up management in an effort to improve its poor performance, writes Michio Nakamoto in Tokyo.

Fujitsu will reduce the number of new graduates it takes next year to 300 compared with the 2,200 recruits it will welcome this March.

The move underlines the severity of the country's economic slowdown and reflects the growing view that further cuts will be needed despite hopes of recovery soon.

Fujitsu is suffering in the face of intense competition in the computer market, and desperately needs to restructure its operations. It employs 166,000.

In October the company forecast a 50 per cent decline in pre-tax profits to ¥20bn (\$17m) on revenues of ¥2,470bn but is increasingly unlikely to meet that forecast.

In April the company will introduce a management assessment programme, linked to managers' bonuses.

Angola heads for long war

The Angolan government has warned of a long and bloody round of civil war as Unita rebels yesterday threatened to "neutralise" oil installations in the north if government forces tried to recapture them, Reuters reports from Luanda.

The government army chief warned Angolans earlier that Unita possessed a "terrible war machine" and they should prepare for a long war which could cause more casualties than the previous 16-year civil conflict.

The loss of the highland capital of Huambo at the weekend dealt a double-blow to the government, hard-pressed since fighting resumed in earnest two months ago after Unita's rejection of last September's election results.

India to ease line on Kashmir

New Delhi is rethinking its hard line on Muslim militants in India's Kashmir region and is working on a political settlement to end three years of bloody rebellion there, a government spokesman said yesterday, Reuters reports from New Delhi.

The spokesman said Mr Rajesh Pilot, junior home (interior) minister, had a meeting with the militants during a visit last month to high-security detention centres in the state of Jammu and Kashmir.

The state governor, Mr Girish Saxena, was behind the talks.

The softer line involves a shake-up of the local administration and more patrolling on the border with Pakistan. Talks with Muslim militants have not been ruled out.

Until now India has refused to hold talks with militants until they surrender arms and agree not to discuss secession.

Cambodia curbs timber exports

The United Nations' top peace-keeper in Cambodia imposed strict export quotas on sawn timber yesterday to preserve dwindling resources and curb the income of recalcitrant Khmer Rouge guerrillas, Reuters reports from Phnom Penh.

A ban on the export of uncut logs, backed by the United Nations, was agreed last September by the Supreme National Council, representing all Cambodian factions, to protect Cambodia's resources.

It also curbed a lucrative source of income for the Khmer Rouge in an attempt to get them to abide by the pact. But UN sources say the guerrillas and the government have been circumventing the ban by setting up sawmills and exporting sawn timber.

Mr Yasushi Akashi, who heads the 21,000-strong UN Transitional Authority in Cambodia (Untac), told a news conference theFUNCPEC faction and the Khmer People's National Liberation Front sought a complete ban on exports of sawn timber.

But this was opposed by the government, which would have been faced with a cut-off of one of their few remaining sources of income.

To break the deadlock, Mr Akashi used his executive powers as SNC chairman and imposed a 30 per cent reduction. He said the total volume of sawn timber exported in 1993 would be the equivalent of 160,000 square metres of unprocessed logs.

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FT SURVEYS

Clinton and Mitterrand stress Russia's need for aid US and France seek G7 talks

By George Graham
in Washington

PRESIDENTS Bill Clinton and François Mitterrand yesterday called for greater urgency in helping Russia with western aid.

Both men acknowledged that Japan's opposition to the idea of holding an emergency summit of the Group of Seven leading industrial nations before the regular summit to be held in Tokyo in July, but said that the G7 must move before that.

"I don't believe we can wait until July," Mr Clinton said

after a morning meeting with Mr Mitterrand in Washington. An emergency G7 meeting would probably be useful but might not be possible in the face of Japan's objections. Nevertheless, the west must move "aggressively" to help Russia, which might otherwise be forced to look increasingly to arms sales as the only way of earning hard currency, Mr Clinton said.

Mr Mitterrand, who has advocated an emergency G7 meeting, added that Japan appeared to misunderstand the urgency of the problems facing

Eastern Europe and the former Soviet Union.

At their first meeting yesterday, the two presidents also agreed on a cautious approach to the idea of committing more troops to Bosnia. Both said they were willing to increase their forces only after a peace agreement along the lines proposed by Mr Cyrus Vance and Mr David Owen had been reached.

"We accept the Vance-Owen plan. We want it to be successful. We see its imperfections but know of no better instrument," Mr Mitterrand said.

Trade issues, which have set France and the US at loggerheads recently, were reserved for later discussion over lunch, but both presidents struck a conciliatory note, with President Clinton suggesting his recent aggressive comments about European subsidies to the Airbus consortium might have been misinterpreted. President Mitterrand said agreement on the Uruguay round of talks on updating the General Agreement on Tariffs and Trade was important, but could not be achieved by piecemeal negotiations.

Ontario Hydro to cut 4,500 jobs

By Robert Gibbens
in Montreal

ONTARIO HYDRO, one of North America's biggest utilities, is cutting staff by a further 4,500, bringing planned reductions since last year to 6,000. This is part of the utility's restructuring to deal with a debt crisis and a 30 per cent increase in power rates over the past three years.

Total payroll will decline to 23,000 mainly through attrition and early retirement, said Mr Maurice Strong, the chairman. Negotiations will begin soon with the unions.

A programme to re-tube the Bruce A nuclear reactors, at a cost of nearly C\$2bn (US\$1.6bn) is being deferred indefinitely. A Bruce heavy water plant will close in 1994.

Ontario Hydro expects surplus generating capacity of 3,500MW once its Darlington nuclear plant is on full stream this summer. Demand for electricity has declined over the past three years.

Mr Strong said about C\$10bn will be cut out of the utility's C\$300bn 10-year capital spending programme.

Argentine balance of payments worsens

By Stephen Fidler,
Latin America Editor

ARGENTINE trade figures released this week showed the country's balance of payments position deteriorated more rapidly last year than the government has admitted.

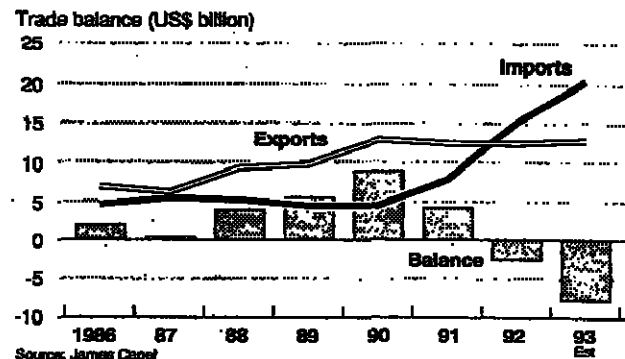
The figures, which will be subject to one more revision before they are final, showed Argentine trade swung into a deficit of \$2.87bn (£2bn) last year after a 1991 surplus of \$3.7bn.

This sharp deterioration has raised questions about the sustainability of the government's economic policy, which is using the exchange rate — fixed against the dollar since April 1991 and increasingly seen as overvalued — as a central plank of its strategy to fight inflation.

The deficit was caused by a 79 per cent rise in imports last year to \$14.84bn, while exports were little changed at \$11.97bn. More worrying to some economists was the pace of the deterioration from the first half when there was a \$1bn surplus to the second half when there was a \$3.9bn deficit.

Mr Geoffrey Dennis at James Capel in New York said he expected the deficit would

Argentina



jump to \$8bn this year, with the rate of growth of imports slowing somewhat and that of exports rising. At just over 3 per cent of gross domestic product the deficit would not be large in absolute terms and hard currency reserves were substantial — sufficient to cover 10 months' imports. Nonetheless, he believed the trade position was eroding so quickly figures that a shift towards a crawling peg devaluation of the peso was required.

The figures also indicated trade with the US and Brazil more than accounted for the trade deficit: the shortfall in trade with the US was \$1.82bn and with Brazil \$1.75bn. They showed a relatively small proportion of imports were directly for consumption: capital goods and spare parts made up 38.2 per cent of imports, semi-finished goods 34.8 per cent and consumer goods, including cars, 27 per cent.

The government has said the deficit will be constrained this year because of imports levies imposed in November. Mr Juan Schiaretti, trade and industry secretary, was quoted by Reuters saying latest figures from the customs service showed a substantial fall in imports during the first two months of 1993. He gave no figures.

Fiscal fever infects congressmen

By George Graham
in Washington

THE US Congress's Democratic majority is set to agree on even deeper cuts in spending than those proposed by President Bill Clinton.

The House of Representatives Budget Committee is expected to vote today on a budget resolution that will make extra spending cuts totalling \$63bn (\$44bn) over five years on top of Mr Clinton's own plan, which had aimed to trim government spending over the period by a net \$32.2bn.

Agreement on the budget resolution is the latest stage in a fever of fiscal responsibility that has infected liberal spenders, conservative farm subsidisers and fervent opponents of tax increases alike.

President Clinton first agreed on an additional \$55bn of spending cuts with Democratic party leaders in the House of Representatives on Monday night, but further meetings on Capitol Hill prompted Democrats on the

House Budget Committee to expand those cuts to \$63bn, and Democrats in the Senate are working on an even larger batch of cuts.

When Mr Clinton announced his budget plan last month, it was widely assumed that he would have trouble keeping his spending cuts intact. Instead, Congressional Democrats have outdone him.

"When the whole process started, the issue was, would the Congress go as far as the president recommended," said Congressman Martin J. Sabo, chairman of the House Budget Committee. "I'm just indicating we'll go further."

The White House is now worried if it will be able to preserve the increased spending on infrastructure, technology, the environment and education that also forms part of the Clinton economic plan. Some conservative Democrats are seeking, in particular, to trim the \$16.3bn package to provide a short-term stimulus to the economy.

Mr Leon Panetta, the budget director, said yesterday that

Congress was "moving in the right direction" but warned that deeper cuts might be counter-productive.

The debate is concentrated on the budget resolution, which provides general outlines for spending and revenues. When detailed cuts are taken line-by-line in later appropriations bills, following presentation of the complete Clinton budget on April 5, members of Congress are

expected to lose much of their new-found enthusiasm for fiscal discipline as they fight to preserve the programmes that benefit their own districts.

However, Democratic leaders have had to work towards a consensus on the budget resolution knowing they can count only on their own party, since the Republicans have made it clear they will not vote for the Clinton budget.

ADAPTING TO A CHANGING EUROPE

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Meeting The Global Challenge

The Nineties are proving to be years of change. They have already seen the end of the 'Cold War' era, the birth of a unified Europe and a realignment of global power blocs. For Marubeni Corporation, one of Japan's leading diversified trading companies or 'Sogo Shosha', change offers a myriad of new opportunities. Company president Iwao Toriumi explains why.

By Russell McCulloch



Mr. Iwao Toriumi, President, Marubeni Corporation

McCulloch: You have urged your company's staff to "Create opportunities out of change". What do you mean by this?

Toriumi: Change provides our greatest potential as well as our strongest competitor. Marubeni is a trading company and in our 1991 fiscal year, overseas trading activities accounted for 57.7 per cent of all transactions. This means that any major world development has a direct impact on our business, and we cannot escape this reality. We must adjust to those developments accordingly and try to turn those events to our advantage.

This is why I emphasise to our staff that we must remain committed to the spirit of innovation and discipline that has carried us through the present difficult business environment. Rather than lose our competitive edge, we have taken advantage of this opportunity to reform our business structure extensively. We must be strong enough to build up our most promising businesses patiently and decisive enough to eliminate those which can no longer be competitive.

McCulloch: What is the most important global change to have taken place in recent years?

Toriumi: Without doubt the most momentous change has been the end of the Cold War. The end of superpower rivalry between the United States and the former Soviet Union has made the world more free but, unfortunately, less stable. The post Cold-War world rests increasingly on the existing triangle of three economic superpowers—the United States, unified Europe and Japan—

which together produce 70 per cent of the world's products. Politically however, they have so far shown less leadership than might be expected as they have been coping with their own national problems and a weak global economy.

McCulloch: What are the real—and potential—opportunities for Marubeni in this new world order?

Toriumi: Marubeni is a multinational company, so for us, the opportunities offered by an increasingly "borderless" world are immense. The establishment of newly independent countries keen to tap new markets for their commodities, eager to develop their industries and desperate for imported products provide ample scope for the range of goods and services Marubeni can offer.

New Offices Opened

In addition to our 611 domestic and overseas subsidiaries and affiliates, Marubeni also operates a network of over 200 offices including those recently opened in Vladivostok and Nakhodka in the CIS, and in Phnom Penh in Cambodia.

One particular opportunity this new world order presents us with is the possibility of closer cooperation between Marubeni and European companies, especially those dealing with the countries of the former eastern Europe. In the past, Marubeni was actively involved in these countries but now that the order has changed, our knowledge is limited.

We need the 'software' that European business executives have about this region. And this cooperation can be reciprocated.

Bridging 'East' and 'West'

Recently, we were approached by a European company seeking our knowledge about the Chinese market, and we were delighted to help. In this way, I believe Marubeni can perform the valuable function of providing a bridge between the 'East' and the 'West'.

McCulloch: Marubeni is very strong in the Chinese market now, isn't it?

Toriumi: Though Marubeni is positively approaching many countries in Asia, I'm pleased to say that our particularly close relations with China are now reaping rewards. During last calendar year, Marubeni's turnover in China was close to \$2,000 million. We have several joint venture companies operating there and our chairman, Mr Kazuo Haruna, is encouraging me to establish 100 joint ventures in China within the next five years! I

think it might take a little longer.

McCulloch: I understand one of those joint ventures involves the management of an industrial park in China. This seems an unusual activity for a trading company.

Toriumi: On the contrary, our involvement with this park in Dalian is entirely consistent with our activities as a major Sogo Shosha. Through this industrial estate, we encourage other Japanese manufacturing companies to establish factories there. This creates jobs, aids in the transfer of technology and helps to expand China's manufacturing base. Some of the items produced will meet China's growing domestic market but some will also be exported to provide China with valuable foreign currency. This is not only good for the local community but also for the country as a whole.

McCulloch: Is this the kind of multifaceted role you see Japan's Sogo Shosha playing in future?

Toriumi: The term 'Sogo Shosha' means diversified business conglomerate, and so, in one sense, we are already multifaceted.

Over the past few decades the major trading companies such as Marubeni have been continually expanding the menu of goods and services they provide to include commercial and industrial intelligence, finance and investment, consulting and syndicated skills, risk management, and even engineering activities.

In our case, in addition to promoting export-oriented industries in areas such as energy, metals and agricultural commodities, Marubeni has also built container terminals, supplied telecommunications systems, and even helped finance the purchase of aircraft for a new airline established in Taiwan.

McCulloch: But trading remains Marubeni's key business activity. Do you have any concerns in this area?

Toriumi: Of course, my most immediate wish is for an economic recovery. The recession both in Japan and abroad is making our business extremely difficult and I'm hoping that we will see signs of a recovery within this year. If not, next year the conditions will be even more severe.

However, another development which disturbs me has been the formation of powerful economic and political trading blocs such as the EC and NAFTA. There are even suggestions that the countries of Asia should form their own trading bloc.

Such groupings have the potential to become protectionist, to cut their members off from the forces of true market competition, despite their creators' intentions to the contrary.

'Free' Market Plea

As far as Marubeni and the other Sogo Shosha are concerned, the only way for us—and for Japan—to survive is through a free, fair and open global trading system, but the world seems to be moving in the other direction. If we look beyond Japan to the countries of Asia, especially those of ASEAN together with China, Korea and Taiwan, most of these countries are now enjoying good economic growth and stable political environments. But none of these successful countries can stand alone, independent of the gathering strength of economic trading blocs. If, through the creation of these regional trading blocs, the doors to the major US and European markets are closed, how can these countries survive? I am concerned about this trend and hope that the present Uruguay Round of trade negotiations is brought to a speedy and equitable conclusion.

McCulloch: I understand Marubeni has recently launched a new corporate action plan called "INNOVATION-93". What are the plan's objectives?

Toriumi: This plan comes under our "New Five-Year Master Policy" launched in 1990 and it emphasises the optimum and preferential appropriation of our management resources. Worldwide, the Marubeni Group employs over 52,000 people, and it is vital that each member of our staff adjusts their thinking to overcome the "fast change" that is our most challenging and constant competitor.

McCulloch: You believe strongly that Japan has an important role to play in world affairs. What led you to this opinion?

Toriumi: It was probably the many years I've spent outside of Japan. I lived in Vietnam for three years in the early 1960's and then spent another seven in Indonesia. More recently I was president of Marubeni America Corporation for three years, from 1988.

Japan's International Role

All of this experience opened my eyes to observe "What is Japan?" and "How should Japanese people play a positive role internationally?" This is becoming more important because it is now time for us—both as a corporate entity and as Japanese people—to take innovative initiatives as we respond to the challenges of an increasingly interdependent world. That is, interdependent economically, environmentally, and in terms of national and global security. It is time for Japan to define its role and present its case internationally.

Crucial vote on cheque tax

Stormy start for Brazilian minister

By Christine Lamb in Brasilia

BRAZIL's new finance minister was yesterday set to unveil his strategy for dealing with 30 per cent monthly inflation and attempt to lift the crisis surrounding the government of President Itamar Franco.

Mr Eliseu Resende, in his first public pronouncement since taking office, was expected to announce his new team to the Senate and seek to win support for a new tax.

Mr Resende, who took over last week, has been greeted with an unusually negative reception.

Not only is he the fourth finance minister in just five months but his background is in past military regimes when he was behind some billion dollar development projects today considered white elephants such as the Transamazônica—a highway through the world's largest rain forest.

Moreover the economic turmoil provoked by last week's dismissal of Mr Paulo Haddad, the previous finance minister, and the resignation of the entire central bank directorate and head of privatisation, heightened this week with the

leaking of a radical economic plan which Mr Haddad was said to have been considering while in office.

According to Mr Haddad, the supposed plan, which included a price and assets freeze, privatisation of 90 per cent of state assets in 45 days and compulsory lengthening of terms on treasury notes, was a study he rejected last December. In a thinly veiled reference to Mr Franco's aides, Mr Haddad claims that it was leaked in an attempt to discredit him and justify his dismissal by "people who know nothing of economics".

The controversy, along with remarks by Mr Franco that he wants some economic plan in place by the end of April, has increased speculation over a forthcoming price freeze or price controls as the only measure which will have an immediate—if short-lived—effect on inflation.

However, the political crisis surrounding Mr Haddad's demise may harm the government's chances of approval in today's final senate vote for a new tax on cheques. Expected to raise \$7bn, it is seen as the only hope for balancing this year's budget.

TOP CAT.

WHAT CAR? LUXURY CAR OF THE YEAR 1993

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4. BMW 525iX
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JAGUAR

What are tables for, if not to come top?

NEWS: UK

UK employers warned on pay or jobs divide

By David Goodhart,
Labour Editor

SOCIAL STABILITY in Britain could be threatened if pay increases take priority over jobs when recovery gets under way, according to Mr Howard Davies, director general of the Confederation of British Industry (CBI).

Addressing a private meeting of senior industrialists earlier this week, Mr Davies warned that an acceleration of wage increases, prompted by skill shortages, could produce high inflation alongside high unemployment.

"In those circumstances one has to have some concern about social stability," he said. He also stressed the responsibility of employers in achieving a better trade-off between pay and jobs.

"Employers have a key role to play, by seeking growth opportunities, not just headcount reductions, and by investing in their workforces... Businesses can only afford to do that, and will only be able to expand their markets, if they pay realistic increases."

Mr Davies also criticised executive pay in the UK. "The recent record on senior management pay is not easy to defend in all companies," he said. He pointed to the fact that pay awards for directors of between 4 per cent and 8 per cent in the last half of 1992, compared with 2.5 per cent to 4.5 per cent for employees overall.

While welcoming the general

fall in the size of pay increases, Mr Davies said UK labour costs were still not as competitive as they needed to be and that real earnings for those in work had continued to rise throughout the recession.

Pointing to the continued prominence of the inflation rate in wage negotiations, he also said: "I am left with an uneasy feeling that we may have been here before, 10 years ago for example, and that we've let things slip away before."

Although Mr Davies was critical of the uneven distribution of the "pain of the recession" and said a slower growth in living standards would have meant fewer people out of work, he only tentatively welcomed workers' recent agreement to trade off a pay cut against job security at Sheffield city council.

"In the long run I would prefer the council to do the same work with fewer people, at a lower cost," he said.

The Confederation of British Industry said yesterday that more companies should consider withdrawing from collective bargaining.

Mr Robbie Gilbert, CBI director of employment affairs, recommends in a paper on pay setting that companies consider increasing the proportion of employees on short-term and fixed contracts and locking labour costs into pay deals of more than one year.

He also said more British companies should consider withdrawing recognition from trade unions.

Sterling devaluation prompts rise in producer prices

By Peter Marsh,
Economics Correspondent

MANUFACTURERS may be increasing prices in reaction to higher costs sparked by sterling's devaluation, according to government figures released yesterday.

A big jump last month in the prices of materials and food purchased by manufacturers has raised fears of inflationary pressures. It was also accompanied by indications that companies

are passing on more costs to their UK customers, possibly to rebuild profit margins.

Last month prices at the factory gate of manufactured goods excluding food, drink and tobacco - items whose prices fluctuate with tax changes - rose by 2.7 per cent compared with February last year.

That is the same year-on-year rate as in January, and above the comparable figures of 2.4 per cent recorded in

December and November last year.

Prices including food, drink and tobacco increased by 3.7 per cent in February compared with 12 months previously. That is up from a year-on-year 3.6 per cent in January and is the highest yearly rise since last April.

Materials and fuel purchased by manufacturers rose 0.5 per cent in February compared with the previous month, the same as between December

last year and January. The rises have been blamed partly on higher import prices following the 15 per cent fall in sterling since last September when Britain left the European exchange rate mechanism.

The year-on-year increase in input prices last month was 6.9 per cent, unadjusted for seasonal variations. That is up from a revised increase of 6.3 per cent in the year to January, and is the highest year-on-year rise since May 1989.

The figures, released by the Central Statistical Office, underline suggestions that inflation as measured by wholesale prices of factory goods may climb later this year in response to higher import costs.

Labour costs, meanwhile, are rising only slowly. Many workers have agreed low wage settlements, partly due to continuing recessionary conditions and fears about unemployment.

Between last September and February, prices paid by manufacturers for materials and fuel have increased by 9.8 per cent. The increases have particularly affected companies in the metals, food and chemicals businesses which import large amounts of raw materials.

Allowing for seasonal variations, prices of materials and fuel rose 1.4 per cent in February compared with January, after 0.7 per cent the previous month.

Protestors blockade imports of French fish

By Jimmy Burns in London
and Alice Rawsthorn in Paris

BRITISH fishermen yesterday prevented French fish from being unloaded for the second day running in the latest stage of a growing EC dispute over cheap imports.

The blockade at Grimsby, the east of England port, followed a separate protest on Monday at Peterhead, Aberdeenshire, where Scottish trawlers poured diesel oil into the hold of a Russian fish ship.

The incidents coincided with further protests by French fishermen against cut-price imports, prompting a violent clash between fishermen and riot police outside the fish market in Nantes.

According to the National Federation of Fishermen's Organisations, representing most fishermen in England and Wales, UK fishermen are frustrated by government fishing restrictions, cheap imports from Russia and Norway and an increase in fish landed by EC boats in the midst of a recession.

Mr Barry Deas, federation secretary, said: "We are operating against weak demand. What we really need are tight quantitative controls on the amount of fish coming in."

Mr David Curry, minister for fisheries, accused trawlers of simplifying the problems of the industry. He warned that protest action would undermine the government's attempts to argue its case



Fishermen in Grimsby, eastern England, prevent a truck unloading French fish yesterday following complaints at cut price imports within the EC.

Mr Lang's statement was greeted dismissively by opposition MPs.

Mr Tom Clarke, Labour's Scottish spokesman, described it as "sheer tokenism, talking shops and tired platitudes." Mr Alex Salmond, the Scottish National Party leader who was jeered heartily by Labour for striking a deal with the government on Monday night's Maastricht vote, said it

amounted to "a constitutional charade." The package of measures unveiled by Mr Lang aims to improve parliament's handling of Scottish affairs partly by transferring more powers to the Scottish Office. It is intended both to enhance Scotland's status in the United Kingdom and to meet Scottish demands for constitutional change.

Mr Greig said Russian cod was being imported in exchange for locally fished haddock and whiting and warned that further protest action would force the closure of his factory with a damaging effect on local fishermen.

Mr Ron Gillan, chief executive of the Scottish North East fish producers organisation said he could not rule out the possibility of protest action spreading to other British ports.

"I can't say this won't happen again," he warned. "There is a very strong anti-government feeling. Fishermen see themselves more and more regulated, and see no light at the end of the tunnel."

Consumer group urges EC postal regulation

By Michael Cassell,
Business Correspondent

A TOUGH regulatory regime will be essential to ensure a universal European postal service is not exploited by monopoly operators, according to the Consumers' Association.

An EC consultation document on developing a single market for postal services has suggested the gradual liberalisation of cross-border and direct mail services in Europe.

Although many services would be open to competition, some areas of activity could be left in the hands of monopolies.

The association says the proposals will require a regulatory

framework to ensure that market power handed to particular operators "is not exploited in terms of price, quality, availability and redress provided".

An EC suggestion that persistent failure to meet service targets might result in sanctions against operators including the linking of permitted price rises to quality targets - is also welcomed by the association.

A survey of UK postal users conducted by the association as a preliminary to formulating its response to the consultation document, shows that customers want to keep the present balance of quality of service and price.

Privatisation hint eclipses Scottish reform

By James Buxton
and David Owen

PRIME minister John Major overshadowed Mr Ian Lang, Scottish secretary, in the Commons yesterday when he appeared to indicate the government had decided to press ahead with privatisation of the Scottish water industry.

Questioned by a Scottish National party MP, Mr Major

asserted he had "no reason to doubt that water privatisation in Scotland will be effective and efficient, as elsewhere."

"Privatisation means a better, more efficient service for the consumer and no more subsidy from the taxpayer," he said. His comments came just minutes before the Scottish secretary's much-flagged statement on the government's "taking stock" exercise.

Mr Lang's statement was greeted dismissively by opposition MPs.

Mr Tom Clarke, Labour's Scottish spokesman, described it as "sheer tokenism, talking shops and tired platitudes." Mr Alex Salmond, the Scottish National Party leader who was jeered heartily by Labour for striking a deal with the government on Monday night's Maastricht vote, said it

amounted to "a constitutional charade."

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Rolls-Royce set to cut aerospace workforce

By Paul Betts,
Aerospace Correspondent

ROLLS-ROYCE, the aero-engine and industrial power group, is likely to cut between 3,000 and 5,000 jobs this year because of the continuing deep recession in the aerospace industry.

The company is expected to announce its latest restructuring plans tomorrow when it reports its financial results.

The new wave of heavy job cuts follows sweeping restructuring during the last two years in which 12,000 jobs were lost throughout the group. Rolls-Royce, which employed 64,200 at the end of 1990 - 36,500 in aerospace - employed around 52,000 at the end of last year, with aerospace accounting for just under 30,000.

Most of the latest job cuts are likely to be concentrated in aerospace, which accounts for about 60 per cent of the group's £3.5bn (\$5bn) annual turnover.

The company, like its two principal US competitors, General Electric and Pratt & Whitney, has suffered from the combined effects of the decline in defence spending and the sharp recession in the civil aviation industry which has led to airline customers cancelling or deferring engine orders.

Rolls-Royce has had to maintain heavy research and development spending to produce the Trent, the new big civil engine which will power the new generation of large wide-bodied jet aircraft.

Analysts expect Rolls-Royce to report 1992 pre-tax profits of £50m-£60m tomorrow and cut its dividend.

Exporters seek budget boost for UK companies

By David Dodwell,
World Trade Editor

CAPITAL investment write-downs, cuts in corporation tax and a loan guarantee scheme for exporters should be included in next week's Spring Budget, a leading spokesman for British exporters said yesterday.

According to Mr Ian Campbell, head of the Institute for Export, the government should also extend beyond 1994 its transitional arrangements to provide NCM, the UK's leading export credit insurer, with political risk reinsurance.

"The UK will be the only EC country without a permanent facility to reinsure political risks," Mr Campbell said.

Speaking at the UPS/Export Times Exporter of the Year ceremony, he added: "There is not sufficient private sector reinsurance available, and this will make British exporters less able to compete."

In the wake of strong support given last week by Mr John Major for exporters and the manufacturing sector, Mr Campbell called for the government to "work in partnership with industry" to improve export performance, which has remained stagnant over the past three years at about 8 per cent of world trade.

He called for a 100 per cent first year write-down allowance on capital investment in manufacturing industry, and a reduction in corporation tax to 10 per cent.

These moves would boost investment in manufacturing capacity, which has grown by just 19 per cent between 1970 and 1990 - compared with 43 per cent in Germany, France and Italy, 86 per cent in the US, and 129 per cent in Japan, according to data from the Centre for Economics and Business Research.

Generators advised to sell off surplus power stations

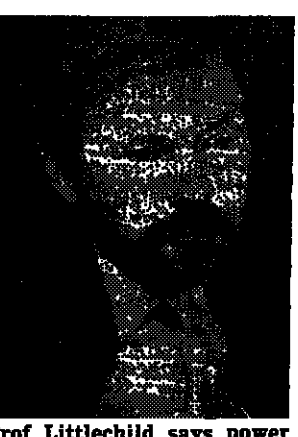
By Michael Smith

THE UK electricity regulator yesterday suggested to National Power and PowerGen, the main generators in England and Wales, that they offer for sale 11 power stations they plan to close either fully or partially later this month.

Professor Stephen Littlechild, the regulator, said putting them on the market would provide protection against a big generator closing economic plants so as to drive up the price of electricity and, thus, the profitability of other plants.

National Power, the larger of the two companies, strongly rejected Prof Littlechild's suggestion. It said overcapacity in generation was increasing and retaining redundant plant would lead to closure of other, more modern and efficient plant. Electricity production costs would rise and the environment would suffer.

PowerGen said it did not rule out selling one of its four plants. City analysts, however, said it was unlikely that either company wanted to sell its plants.



Prof Littlechild says power stations should be sold off

National Power's robust defence of its actions risks antagonising the regulator, who has already said he is considering referring the generators to the Monopolies and Mergers Commission and will decide by 1995.

Analysts believe it unlikely he will make a reference. They think he will seek a change in the generators' licence, which would give him powers to order them to sell plants.

National Power's stance is a

blow to such companies as Cabah Energy, which wants to buy surplus plants, and arguably to the coal industry. Mr Chris Rowland, a director of Cabah Energy, said his company was interested in buying plants at five National Power-owned coal-fired stations with a 1,200MW generating capacity.

"If we acquired all five we would be using 2.5m tonnes of coal a year," he said. That constitutes the production of up to two of the 31 threatened pits.

Prof Littlechild's recommendation followed publication of a report by Touche Ross, an accountant he had appointed as independent assessor on the closures. He endorsed its finding that while both companies' decisions to close plants were reasonable, several "credible organisations" were interested in purchasing stations.

Prof Littlechild also said the generators should consider selling viable plants.

National Power said it would consider on their merit individual bids for plant not scheduled for closure. The 11 stations due to closure have a total 2,263MW capacity - of which 1,737MW is coal-fired.

Vauxhall defends UK car pricing

By Kevin Done,
Motor Industry Correspondent

NEW CAR prices in the UK are now lower than in several other European countries according to a report published yesterday by Vauxhall, the UK subsidiary of General Motors of the US.

Vauxhall published the study, prepared by management consultants A.T. Kearney, in an effort to avoid action by the government to force car manufacturers to change some of the controversial terms of their franchise agreements with dealers.

The motor industry's selective distribution system, which allows carmakers to sell vehicles through exclusive networks, has been blamed by for making UK car prices higher than in many parts of Europe.

The investigation of car makers' pricing policies across Europe is set to intensify over the next two years, as the present "block exemption", which allows car makers to use a selective dealer distribution system in contravention of European Community competition rules, is due to expire in

mid-1995.

It is understood that carmakers in the UK have rebuffed a request made last year by the Office of Fair Trading to change some of the more restrictive terms of their dealer franchise agreements.

The changes had been recommended in a report published last year by the Monopolies and Mergers Commission. It is understood that the OFT has recommended that the DTI will have to take action to force implementation of the MMC report's findings.

The MMC report recommended the removal of any restrictions on franchised dealers which limit the dealers' freedom to advertise outside their territory, or limit dealers' freedom to hold or acquire dealerships from other car makers outside their territory.

Vauxhall, which ranks second in the UK new car market, yesterday urged other carmakers to prepare a new action plan to establish "common ground" with the OFT, which could allow changes in franchise agreements that would be "compatible" with present EC regulations.

Contracts call for officials

Britain's most senior government officials should be put on five-year contracts and held to account for their performance in policy-making, according to Mr Graham Mather, president of the European Policy Forum, the free market think-tank.

In a submission to the Treasury and Civil Service Select Committee, Mr Mather said that the departure from the Exchange Rate Mechanism and the collapse of ERM had raised issues about the conduct of officials.

Schools face test boycott

The prospect of industrial action in schools in England and Wales after Easter has grown after members of the 190,000 strong National Association of Schoolmasters' Union of Women Teachers voted overwhelmingly to boycott the assessment and testing associated with the government's national curriculum.

Lifeline for threatened pit

British Coal is to invest £7m immediately in Wearmouth colliery, one of the 31 pits whose closure was announced last October. The investment at the pit, one of four earmarked in the original closures announcement for mothballing, increases hopes among its 800 miners that their pit will be saved.

Newspaper for the blind

The Royal National Institute for the Blind and The Guardian has launched the first electronic newspaper of its kind in Europe for the blind and visually impaired. The entire text of each copy of the Guardian newspaper will be broadcast by teletext and stored in a personal computer. With the help of a voice synthesiser a blind person can browse through headlines and articles.

Middle East export guidelines face scrutiny amid claims that convicted businessman had links with MI5

Judge to examine government papers on arms sales

By John Mason,
Law Courts Correspondent

ONE OF Britain's most senior judges is set to examine confidential government papers about exports to the Middle East after hearing that a businessman convicted of conspiring to ship artillery fuses illegally to Iraq had also worked for Britain's security and intelligence services.

The Lord Chief Justice, Lord Taylor, will look at the case of Mr John Greecian, former managing director of Ordnance

Technology (Ordtech) who pleaded guilty in February last year to conspiring to breach controls on the exporting of military equipment to Iraq. He was given a one year suspended sentence.

Yesterday, his counsel, Mr Peter Clarke, told Lord Taylor and two other appeal court judges that Mr Greecian had supplied information to both MI5 and MI6 in the late 1980s. The information was passed to the Foreign Office and discussed with King Hussein of Jordan, he said.

Mr Greecian, whose engineering company was based at Reading, west of London, pleaded guilty along with three other men to conspiracy to evade export controls after the trial judge accepted the government's arguments that sensitive information about trading with Iraq should not be put before a jury.

They are now seeking leave to appeal against their convictions in the wake of last year's Matrix Churchill trial when ministers' use of public interest immunity certificates to

suppress sensitive information were successfully challenged by defence lawyers.

The three other men are Mr Brian Mason, Ordtech's former engineering director, Mr William Blackledge of Preston, Lancs, and Mr Colin Phillips of Poole, Dorset.

At their trial at Reading Crown Court, Customs and Excise prosecutors had alleged the four men were part of a conspiracy to use bogus end-user certificates to evade the ban on arms exports to Iraq and supply fuses for 155mm

heavy artillery shells.

The fuses were never exported, but the end user certificates, signed by a Jordanian general, stated they were destined for Jordan, the trial judge was told.

The four men had maintained that the British authorities had been aware of their activities.

Yesterday's preliminary hearing - to decide whether the four men should be allowed leave to appeal - was adjourned to allow Customs prosecutors time to decide

which documents can be handed over directly to defence lawyers and which should be left to the Lord Chief Justice to decide on their disclosure.

The Ordtech case is also believed to be being considered by the official inquiry headed by Lord Justice Scott into Britain's defence trade with Iraq.

The inquiry was prompted by last autumn's collapse of the Matrix Churchill trial when three businessmen were acquitted of evading export controls to Iraq.

Today's annual results from the UK engineering group Vickers will once again bear the scar of big losses from its luxury car subsidiary Rolls-Royce. But according to a confident Peter Ward, Rolls' chairman and chief executive, "there'll be black ink" at the operating level next time.

Ward can make this claim because of the way the company has quietly been undergoing a revolution along Japanese "lean manufacturing" lines. Traditional working practices have been overturned, employee numbers have been cut from 5,200 to 2,490 and the break-even level of production has been reduced to less than 1,400 cars a year from 2,800 in October 1991.

By any standards that is a considerable achievement, though, as Ward admits, urgent action was required. Rolls was certainly forced to slim down in response to the previous car market collapse in the early 1980s - but inevitably costs got out of control again during the unprecedented eight-year bull market which reached its apogee for Rolls in 1990 with record sales of 3,300.

Even at the slashed breakeven level, Rolls-Royce would have made further losses last year with sales of just 1,378.

But Ward points out the changes in company organisation first put in train at the end of 1990 mean Rolls needs only a slight sales lift this year for operating profitability to be restored. It will take much more time to reduce the company's daunting debt burden: Rolls will have been largely responsible for an expected rise in Vickers' total indebtedness to around £110m by the end of last year.

The enormous changes in production process and labour organisation are evident all over the sprawling facilities at Crewe, Cheshire.

"It is simply a different business. We've turned it round," says Ward.

The spur for change came from a growing fear that due to the Gulf war, the imposition of a luxury goods tax and doubt over "gas guzzler" taxes in its prime US market, and gathering recession elsewhere, the company's very survival could be in doubt.

"So we asked ourselves, if we had a greenfield site how would we run it? We went away and created a plan of a greenfield site, and decided to make it happen on the old one," Ward said.

Out of the exercise emerged a "green book" forming the basis of new working practices and factory organisation which would sweep away old demarcation lines, create Japanese-style working teams and the concept that any individual unit within the plant was the customer of another.



At the Crewe facility the production line teams have been streamlined, making change hands and lozemen a thing of the past

Driven towards leanness

Rolls-Royce Motors has radically transformed its working practices, writes John Griffiths

The plant was divided into 16 zones, each encouraged under a manager to act as a business within a business and assuming full responsibility for cost, quality, delivery and even materials purchased. Within the zones work 160 teams, typically six to 10 strong.

Out went change hands and foremen, leaving a flatter management structure of just four levels. Within the teams there is total flexibility regardless of individuals' craft backgrounds.

The 120 union representatives - reflecting Rolls' broad craft traditions - were reduced to 47 and just seven elected to the joint works-staff negotiating committee. Such dissent as there was came from local conveyor level, not from national union leaders.

It was a radical approach, inevitably provoking great scepticism. But negotiations on its introduction were finished by March 1991.

"The biggest problem was middle management trying to protect status quo," recalls Bernard Preston, director of quality.

Preston recalls recently having a senior Mazda manager visit the plant. "He said we've gone further than a Japanese plant could go. Here we've got people on £40,000 working together on the same team

with someone on £280 a week. They couldn't do that in Japan."

Rolls' teams are becoming acclimatised to their new-found freedom - and responsibilities. The sense of commitment and "proprietorship" has been heightened, says Preston, by changes such as a member of one of the four-engine assembly teams spending three hours assembling one engine, not the previous 34 minutes doing specific tasks. It has become "his" engine.

Butch Wilson, a former fitter, makes clear he has no resentments about income disparities with the engineers on the engine team: "We help them; they help us and within a couple of hours we get almost any problems solved."

The results, says zone manager Chris Johnson, are already apparent. One measure - the number of rectifications per car - has gone from 150 to 47, "and the faults themselves are getting smaller". The team approach means that even in the tradition-steeped interior trim area, the upholsterer of the complex rear seat squab now requires nine hours, not 27.

The changes are not confined to labour organisation.

The almost total closure of Rolls' London coachbuilding facility, Muliner Park Ward, nearly three years

ago and the transfer of most of its operation to Crewe means the plant has gone from making one model range to four.

With the introduction of more computer numerically controlled machining equipment Rolls is making many more of its complex components in-house and in greater variety. It is out-sourcing simple items such as fasteners which it traditionally has made itself.

With Rolls' inventories slashed, senior managers say they are becoming able to differentiate between suppliers who already work with Japanese car makers in the UK and those who do not, "and have the old adversarial attitudes".

With more disciplined production planning, Rolls is now talking to suppliers about delivering straight to its assembly line.

For the first time in the company's history, shop floor employees are attending product events so that they can appreciate customer reaction at first hand.

Managers say the working system has reached the stage where it is gaining its own momentum, with managers no longer having to push. But no one is under any illusions about the formidable task still ahead in terms of financial recovery.

Wasting time in the board room

Meetings stifle ideas, delay decision-making and diffuse responsibility, argues Adrian Furnham

A meeting is a group of people who keep minutes and waste hours. Yet research shows the average middle to senior manager may spend as much as 40 per cent of his or her day in meetings.

According to a survey of the working habits of 135 managers published by the Industrial Society and BBC Education last week, respondents spent the equivalent of almost a day a week in internal meetings.

The number of committee, sub-committee, task-force, board meetings that business people are required to sit on grows exponentially with rank. Meetings are known to be inefficient. They stifle ideas, postpone and prevaricate. A committee meeting has been described as a group of the unwilling, picked from the unfit, to do the unnecessary.

Given such criticisms why are meetings so popular? Meetings may be seen as a good way to pool resources. Similarly, it has been argued that members may stimulate each other through discussion - what is known as the synergy effect. Others describe them as an efficient and democratic way to communicate with people. Still others believe committees make better decisions.

These reasons are not convincing. First, most meetings are held not to make decisions but to avoid them. Further they are mainly about diffusion of responsibility so that if a wrong, poor or costly decision is made, fault is spread over all committee members.

There are three significant problems with meetings that render them inefficient.

The first is sometimes called social loafing. More than 50 years ago a German scientist named Ringelmann asked workers to pull as hard as they could on a rope attached to a meter that measured the strength of their efforts. Subjects worked alone and in groups of two, three and eight.

While the total amount of force on the rope increased as group size rose, the amount of effort by each person seemed to drop. While one person pulling alone exerted

an average of 63kg of force, this dropped to about 53kg in groups of three and was reduced to about 31kg in groups of eight. The greater the number of people performing the task, the less effort each one expended.

The impact or effect of any social force directed towards a group from an outside source (eg a manager) is divided among its members. Thus, the more persons in the group, the less the impact such force will have upon each. Because they are working with others, each group member feels they will take up any slack resulting from reduced effort on their part. And since all members tend

a group of "yes men/women" behind the single dominant force.

Understanding this phenomenon, former General Motors head Alfred P Sloan did not attend the early phase of his groups' meetings, fearing his presence would discourage honest discussions of critical problems among executives, who would insist on pleasing him. There is reason to believe Sloan's status would have had an undue impact on the group by inadvertently encouraging uniformity.

The third problem is that in creativity-type tasks, groups rather than individuals working alone produce poorer decisions. In contrast to well-structured tasks that can be divided into several discrete parts and have a definite solution, many everyday management decisions are more poorly structured.

If an organisation is faced with a decision over the prospect of a declining market for its products it would be expected that a group meeting would do a better job of handling such a problem than an individual.

But this is generally not the case. Most research has shown that in poorly-structured, problem-solving, creative tasks, individuals show superior performance to groups. This generalisation has important - and potentially devastating - implications for organisations since some administrators spend up to 50 per cent of their time in committee meetings.

As for business meetings - the fewer the better. It is best to follow some simple rules:

- Start promptly, no matter who is missing.
- Why not have meetings standing up? The Queen does so in Privy Council.
- Go around the room to ensure full participation.
- Have occasional secret ballots on whether regular meetings are necessary. Pool ideas and evaluate them but do not have a meeting to generate them.

The author is professor of psychology at University College London.



to respond in this fashion, average output per person drops sharply.

The second problem is called by psychologists evaluation apprehension. It suggests that when trying to make decisions in groups, the presence of some group members may intimidate others. The voicing of unpopular, if correct, ideas may breed conflict and may be a "career-limiting" move.

It should come as no surprise that high-status persons in organisations, such as presidents and chief executives, are carefully listened to and their words given high credence. As a result they tend to dominate group situations and their ideas (right and wrong) are frequently accepted without question. The result can easily be

PEOPLE

Sommer moves from US to Sony Europe

Sony is strengthening its marketing focus in Europe with the appointment of Ron Sommer to the post of president and chief operating officer. He will take up his appointment in April.

He joins Jack Schmuckli, chairman and chief executive of Sony's European operations, in establishing a US-style top management team to oversee the company's sales, marketing and manufacturing operations. The heads of the sales and marketing companies will report directly to Sommer.

Now 43, Sommer has been president and chief operating officer of Sony Corporation of America since 1990. A math-

ematician born in Israel and educated at Vienna University, he joined Sony in 1980 and six years later was appointed president of Sony Germany.

His early experience was in the computer industry with the former high-flying Nixdorf Computer, now merged into Siemens Nixdorf Information Systems. At one stage he was head of the company's largest subsidiary, Nixdorf France.

Colleagues describe him as analytical and energetic with the ability to motivate his staff.

He will need all those talents to sustain Sony's impetus through Europe's long-lasting recession.

Bruce Vaughan has succeeded Milton Bridgland as chairman of ICI Australia. Warren Haynes took over as managing director following the retirement of Michael Deeley on September 1 1992. RJ (Bob) Hunt, managing director, ICI Chlor-Chemicals, ICI Chemicals & Polymers, has been appointed executive director of ICI Australia with effect from April 1. He succeeds David Gaffney.

finance director of SHRELL UK on the retirement of Malcolm Raiser.

Ann Burfitt (below left), formerly director of personnel at the London Borough of Islington, has been appointed human resources director for LONDON UNDERGROUND.

John Smith (below right), chief operating officer of ASH UK, has been appointed to the board of AUTOMATED SECURITY (HOLDINGS), Lord Lane of Horsall, already a non-executive director, has been appointed deputy chairman.



Philosopher Scholar for the Welsh Office

The new permanent secretary at the Welsh Office is to be a Treasury philosopher. Michael Scholar, who will take over when Sir Richard Lloyd Jones retires at the end of July, is currently deputy secretary at the Treasury in charge of civil service management and pay. But he started his working life as a philosophy teacher at Leicester University - his special interests were Wittgenstein and Aristotle.

Since joining the civil service in 1969, Scholar, 51, has taken several front-line positions. He was private secretary to Joel (now Lord) Barnett when he was chief secretary to the Treasury in the run-up to the arrival of the IMF in 1976. He was also private secretary to Margaret Thatcher from 1981-83, through the depths of the economic recession and the Falklands war. Between 1979 and 1981, he was seconded to Barclays Bank International.

Unusually for a Treasury man, Scholar is noted for his sense of humour and his lateral thinking. He is also an accomplished musician, playing the piano and organ; an Associate of the Royal College of Organists, he is a noted accompanist. Promotion to the Welsh Office takes him home - although brought up in London, Scholar was born in Merthyr Tydfil.

Pointon York picks non-executives

Geoffrey Pointon, chairman of financial services group Pointon York and an enthusiastic proponent of investor protection, has overcome his distaste for non-executive directors and appointed two to his board.

"I don't fancy non-executive directors that arrive once a month for a big lunch and don't understand what is going on," says Pointon, who adds that with a banking subsidiary as part of the group, he has to find people acceptable to the Bank of England, something he says has got increasingly difficult recently. "What with their views and my views, it hasn't been easy."

Other non-executives

Sir David White, former deputy chairman of National Freight Corporation and chairman of Nottingham Health Authority, as chairman at MANFIELD BREWERY, in succession to the late Geoffrey Kent.

Ray MacSharry has been appointed to the court of directors of Bank of Ireland.

Eric Kinder, chairman of Smith & Nephew, at CHRISTIE HOSPITAL NHS TRUST, Manchester.

Mark Radcliffe, former deputy director general of the CBI, as chairman of METSEC, Keith Hirst, formerly chairman and md is now chief executive officer.

Paul Lester, group chief executive of Graseby, as

Now two longstanding acquaintances have agreed to come aboard, Ian Martin (below left), 40, group director of Barings in charge of worldwide finance operations and administration and a director of the Securities and Futures Authority; and Hugh Armstrong (below right), 58, a venture capital specialist who was a founder-director of one of the first venture capital companies.



chairman at A&P APPLEDORE HOLDINGS in succession to Philip Ling who remains on the board.

Alec Daley, an md at GKN and deputy chairman of Westland, at BRENT CHEMICALS INTERNATIONAL.

Ann Burdus, former chairman of McCann and of the Advertising Association and a member of the Top Salaries Review Board, as chairman at THE TRIANGLE GROUP.

James Cochrane, European operations director of Wellcome, at SPIRAX-SARCO ENGINEERING.

Peter Ryan, chairman of Protean and Torday & Carlisle, as chairman at ARTHUR SHAW.

Robin Baillie, recently retired chairman of Burson-Marsteller, at

the Small Business Capital Fund which, as Development Capital, was eventually sold to form Lazard Ventures. Martin also goes on the board of the bank. "It reflects the progress the group has been making. Ten years ago we were a very small outfit indeed," says Pointon.

PVV, the Lloyd's broking subsidiary of the group which specialises in professional indemnity cover, is suing Fimbra after the self-regulatory body dropped at the 11th hour a compulsory indemnity scheme for its members to which PVV was to have been the exclusive broker.

CONTROL RISKS GROUP.

Quintin Barry, chairman of Donne Mileham & Haddock, as deputy chairman of SOUTHERN RADIO; he replaces Robert Stilby.

John Morton, a director of Abtrust Fund Managers, at AVESCO.

Margaret Childs, a solicitor with McKenna, at FROST GROUP.

Sydney O'Hara, a former director of BT, and David Tehbs, a former director of BIS Nynex, at LBMS.

Julian Bell, former executive chairman of Rayner Coffee International and a former director of BET, and Alan Hornsby, retired finance director of Smiths Industries, at IPECO HOLDINGS.

Alan Fosler, formerly chief executive of Swire Properties in Hong Kong, at OSSORY ESTATES.

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Demands from the suppliers

A UK catering company received more than 40 different questionnaires on its environmental credentials from prospective clients. Other companies have had similar experiences as businesses begin to apply a green filter to their buying.

"Some of the questions were dubious in terms of their value to environmental issues, such as queries about our turnover," says Roger Brown of Sutcliffe Catering, a subsidiary of P&O. "I think it is essential to have a code of practice governing the sorts of questions that need to be asked."

Business in the Environment, the charity backed by industry and Prince Charles, is working with consultants KPMG to develop such a code. It will be backed by the Chartered Institute of Purchasing and Supply. "The idea is to produce voluntary guidelines which will help both customers and suppliers by introducing consistency into the way in which environmental performance is assessed," says Martin Houldin of KPMG.

B&Q, the UK do-it-yourself chain, insists that all its suppliers comply with a comprehensive environmental checklist. It was the first big retailer in the UK to take the initiative and has worked with its suppliers to help them conform to its required standards.

"We now know far more about our products and we can talk with greater confidence because we have exposed our skeletons. It helps us manage the business that much better," says Alan Knight, B&Q's environment specialist.

Large buyers, such as BT and IBM UK, also include environmental criteria in their specifications. These companies might be less susceptible than retailers to consumer pressure, but neither wants their image tainted by the environmental misdemeanours of suppliers.

The effects of buyers' environmental demands have begun to percolate down the supply chain. "For many small companies who are not directly affected by new laws, it is often the first time that they have had to think about the environment in business terms," says Edwin Datschewski of the Environment Council, a charity that promotes good environmental practice in business.

Peter Knight

Demolition work has started near Copenhagen's Kastrup Airport, but the buildings are not coming down to make way for a new runway. The space is needed for the approaches to a planned \$6bn (£4.2bn) road and rail project which has raised the hackles of environmentalists, politicians, and the public and severely embarrassed the Swedish and Danish governments.

The controversial bridge-tunnel between the two countries is designed to stretch for 17km and carry vehicles and trains. With another bridge in lower Denmark, due to open in 1995, it would provide an important commercial transport link between northern and southern Europe.

The bridge's numerous opponents say the Danish and Swedish governments have not conducted required environmental impact assessments. They also contend the proposal goes against the international positions taken by both Scandinavian nations on issues such as climate change, transport and marine protection. Although they signed the climate change treaty at the Earth Summit in Rio de Janeiro, the increased traffic, and thus greenhouse gases, resulting from the bridge counter that commitment, say environmentalists.

The polluted Baltic Sea is another issue. The bridge would span a crucial strait that is a narrow lifeline of salt water and oxygen for the sea's already ravaged ecosystem. Both governments - together with the other nations bordering the Baltic Sea - recently signed an international convention aimed at improving the Baltic water quality.

Officials from Sweden and the new Danish administration say all environmental concerns will be satisfied before the bridge-tunnel construction begins.

"We can only say that everyone has to trust us to consider all the environmental concerns," says Jaerel Turdin, head of planning at the Swedish environment ministry. "Government approval will not be given before all these concerns are satisfied."

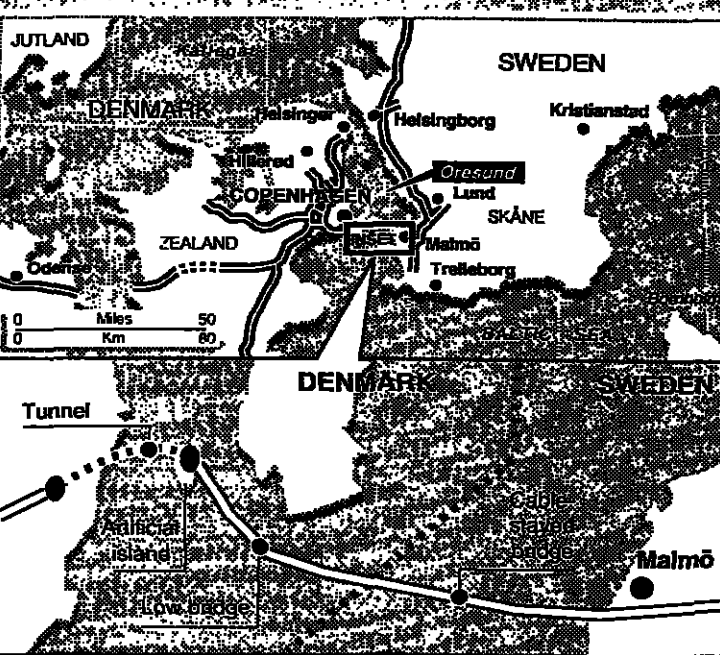
While some bridge opponents might dismiss Turdin's promises, the Centre party, of which she is a member, voted against the bridge in 1991. That was before Sweden's Social Democratic party fell from power and the non-socialist coalition, including her party, took over.

Last month, bridge opponents gained a significant victory in the battle to stop the bridge when two key environmental review panels recommended against the bridge-tunnel plans. However, Sweden's prime minister, Carl Bildt, whose conservative Moderate party favours the bridge, says "sooner or

Plans for a road-rail link between Sweden and Denmark are causing controversy, reports Joe Kirwin

A bridge too far

Proposed Danish-Swedish transport link



later" it will be built.

In Denmark, the political situation concerning the bridge is just as muddled. The new Social Democratic government appointed in January also includes political parties that voted against the bridge in a

sion agreed between the two governments was wrong because it committed the two nations to a train-car bridge between Malmö and Copenhagen," says Björn Gillberg, one of Sweden's most prominent environmental advocates. "The gov-

The bridge would span a crucial strait that is a narrow lifeline of salt water and oxygen for the sea's already ravaged ecosystem

parliamentary vote in 1991.

It was in the summer of that year that the governments signed a bilateral agreement to build a train-car bridge linking the Swedish city of Malmö and Copenhagen.

The resulting parliamentary votes enraged not only environmental groups, but also political parties in Sweden and Denmark. "The deci-

onments didn't say: 'We want a bridge that will cause the least amount of environmental damage and which also provides the least expensive option.' Therefore the agreement disregarded an option such as a train tunnel."

This is the alternative that most bridge opponents prefer if there is to be a fixed link. "The agreement

also disregarded a bridge or a tunnel between Helsingborg (in Sweden) and Helsingør (in Denmark), where the distance across the water is only a few kilometres."

Following the 1991 agreement, a consortium of Danish and Swedish consultants was established and a bridge-tunnel design drawn up. The blueprint calls for a bridge from Sweden to an artificial island several kilometres off Denmark. From there to the Danish shore, a fixed tunnel would be lowered into the sea.

With the design work, the consortium spent more than \$5m on an environmental impact assessment. Recognising the stiff opposition, it persuaded Gillberg, who has spent a lifetime fighting environmentally damaging projects, to oversee the study.

When the environmental impact survey was completed last autumn, it was sharply criticised by environmental groups, as well as by the Swedish government's Environmental Protection Agency. The failure to examine alternatives was a significant complaint.

"The consortium was given a direct mandate from the governments," Gillberg explains. "They called for a train-car bridge between Malmö and Copenhagen and that is what was studied. So it is wrong to blame the consortium for not studying the alternatives."

One contentious issue is the effect of proposed dredging, which is supposed to compensate for the blockage of salt and oxygenated water caused by the bridge's large piling. The impact study claimed deeper shipping channels would maintain adequate salt water inflow.

"Nobody knows if the dredging will work or not," says Mats Abrahamson, a marine biologist with Greenpeace in Sweden. "They have only computer models. The only place where the salt water reaches the Baltic will also be obstructed by the other new bridge that will be completed next year." He adds: "Maybe, we could take a chance if the Baltic Sea was not in such fragile condition already. But this could be the nail in the coffin."

The controversy has involved the EC Commission. "Originally, the Commission said the bridge violated the 1985 EC directive on environmental impact assessment," says Jan Sundergaard, a Greenpeace official in Denmark. "But last November, after opposition against the Commission grew in Europe and subsidiarity became such an issue, the Commission dropped the bridge case."

Engineering and architectural companies in Europe are keen to obtain work from the bridge project. The problem is that it is still not clear what will be built and a final decision is some way off.

Casting doubt on green investment

By Bronwen Maddox

The cost of going green is still a worry for many businesses, and environmental costs are expected to rise sharply, according to a new report by consultants P-E International.

The companies' comments come as evidence emerges from the oil industry that the annual costs of pollution control will have risen by 50 per cent in less than a decade and the costs may be handicapping the companies' ability to invest.

After years of regarding environmental measures as a cost, ministers and environmental consultants are now fond of proclaiming, almost as an axiom, that greener means richer. However, these figures on the real impact on businesses' costs suggest many companies are right to question whether environmental investment really represents an opportunity.

The report says "over two thirds of companies expect operating costs to increase as a result of addressing environmental issues". More than three quarters attribute the need for changes to EC directives, compared with 47 per cent citing UK legislation as a source of pressure.

The survey, which analyses 250 companies about their "logistics" - every part of the supply chain from buying raw materials to distribution and packaging - was conducted together with David Bellamy Associates, a subsidiary of P-E run partly by David Bellamy, the environmentalist. It adds: "There is considerable uncertainty about the commercial benefits of responding to many environmental concerns. A large proportion of companies, therefore, intend to wait until they are forced into action by legislation."

Like many consultancy reports, the survey argues: "The ability to be pro-active... will determine which companies will prosper". But the evidence for this conclusion is not fully supported by the report. Although P-E found that where the companies had taken environmental steps such as reducing packaging there was "a very significant cost reduction

element", this does not demonstrate that environmental measures can be in a company's financial interest so much as raise questions about why the management had neglected to take the steps earlier.

Jan Seymankiewicz, managing director of P-E's logistics consulting arm, argues that companies which anticipate environmental legislation have the chance to adapt more gradually and cheaply than those that leave it to the last minute. While this is plausible, plenty of exceptions can be envisaged, particularly where the relevant environmental technology is changing fast to the benefit of those companies which wait.

Seymankiewicz agrees, too, that environmental investment could lead to a competitive disadvantage for companies exporting to regions with different environmental rules: "It is probably true that they will have higher costs [because of compliance with the green rules]."

Evidence to support that concern is emerging from the oil industry. The Petroleum Industry Association, in an informal poll of its members, has found that their total investment will rise from an average of around \$170m a year in the last three years to \$270m a year over the next five years.

However, the association has also found that the companies' total investment spending has scarcely risen, suggesting environmental investment may be squeezing out other spending that could improve competitiveness.

There are no clear-cut answers to whether environmental investment is a burden or an opportunity for businesses - they are buried in the companies' figures for operating costs, investment and market share. As the impact of compliance with recent legislation on companies becomes clear, some of the rhetoric about environmental investment may give way to a clearer picture of what companies can be expected to deliver.

"Going Green - the Logistics Dilemma, P-E International. Tel 0754 494411.

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Opera/Max Loppert

La Damnation de Faust

The Berlioz work with the highest of opera-house performance is not one of his three operas but *La Damnation de Faust*, the Goethe-inspired "dramatic legend" written for the concert hall. Berlioz's libretto is decked with stage directions ("Distant sounds, rustic and war-like, begin to disturb the calm of the pastoral scene") which nevertheless are intended to be executed in the listener's imagination.

"La Damnation", David Cairns has written, "has the character of a dream" - lightning-swift in the modulation of mood and passage of incident, shaped with a dramatic logic unarguable but impalpable, carried on a current of brilliantly coloured and beautiful musical invention, an opera not of the stage but (Cairns's words) "the mind's eye". So is any attempt to realise it theatrically an act of artistic hubris? Is it sheer producer's pride, designer's delirium, management mania that brought *La Damnation de Faust* to the Coliseum in 1989 (revived 1990), and that now brings it to Covent Garden for the first time since 1937?

Answers to those questions will surely be as numerous and as diverse as the audience-members themselves; the minority who at Monday evening's curtain calls made plain their dissatisfaction with Harry Kupfer's new Covent Garden staging, in the designs of Hans Schaveroth (sets) and Reinhard Heinrich (costumes), deserve tolerance and even sympathy. Myself, I sat utterly dazzled and enchanted, drinking in the kaleidoscope of visual images counterpointed with the music, convinced (at least temporarily) that this must be the most completely ravishing score of the entire 19th century, and longing at the close for an instant repeat performance.

For me, indeed, this was two-and-a-half hours (unbroken by interval) of music-theatre magic. The engagement for the occasion of the world's leading Berlioz conductor is of inestimable benefit: a *Damnation de Faust* production considerably less mercurial than Kupfer's, less deeply imbued with Berliozian intelligence, irony and Romantic passion, would no doubt still take wing as a result of Colin Davis's lifelong involvement in the music.

Michael Collett's 1989 Coliseum staging employed a combination of projected images and processional devices

to attempt a theatrical encapsulation of Berlioz's dream-dramaturgy. (Film has often been claimed as the work's ideal medium, although so far no-one has managed to put that belief to the test.) Kupfer works with simpler materials: gauzes, flying and trollyed props, light-flashes, giant dolls - which he compounds with speed and legerdemain, in ways that evoke the manifold pleasures of "naïve" theatrical experience while simultaneously throwing out complex reflections about the work itself.

The basic set is a 19th-century theatre auditorium, with boxes and a central glass door: old Faust enters it in silence at the start, a refugee from a snow-bound world. (*La Damnation de Faust* was given its concert-performance premiere in a Paris opera house - the Paris Opéra-Comique - on a day in November 1846 when ferocious farce snow-furries contributed to the work's poor attendance and reception.)

Into whatever form and guise it develops in the course of the evening, the relationship between this Faust - or Faust-Berlioz, one soon comes to think of him - and this theatre-within-a-theatre is held at a remove: he wanders through the staging as through a landscape filled with fleshly delights to which he is alien, a world coarse in bourgeois manners and crudely militarised, an environment he can only dominate by submitting to the dictates of an embodied negative conscience.

Poetic irony is the key to Kupfer's Berlioz vision, an irony achieved in a succession of fluidly forming and dissolving theatrical images which the spectator is invited to absorb into his experience of the score, his awareness of its composer, its literary sources, its period of creation, its position in the history of Romantic artistic expression.

Almost everything in the staging manifests profound sympathy with the precise quality and character of the musical invention: the sardonic whiplash of Mephisto's exchanges, the hollow exhilarations of the martial sequences, the exquisitely elusive lyricism of Marguerite's doomed passion. Even in the end, Kupfer devises here an effect of Brechtian alienation which wholly undermines the heavenly salvation finale, and which will prove the production's most controversial feature - faith is kept with Berlioz's tracing of (as Cairns puts it) "the defeat of



Jerry Hadley, Olga Borodina and Samuel Ramey

the Romantic dream".

Davis's *Damnation de Faust* reading has matured. Energy, intensity of colour and line, command of rhythm are still its notable characteristics, enriched now by an "inner" awareness of musical sense and direction that fills every note with an extraordinary iridescent glow. On a key-up first night, with so sophisticated a staging to attend to, pit and stage were not always exactly coordinated (a substitute Brander who lost his way caused problems in the Tavern scene). But already there were marvels of idiomatic playing and choral singing to relish - and no doubt these will be infinitely increased during the run.

The star of the show is Samuel Ramey, in magnificent form as Mephistopheles, singing with the fastidious control of tone, line and word that

marks the natural Berliozian, and playing with a mastery of wit, seriousness and menace. Jerry Hadley's tenor, excellently well suited to the French repertoire, sounded on Monday a little dry in its lower reaches, a little too ready to fall into rasping parlando; his Faust is an alert, personable, quick-spirited figure.

Olga Borodina's beautifully full, soft-textured, wide-ranging mezzo-soprano lacks the admirable distinctness of verbal delivery of both her colleagues: altogether, this opening-night Marguerite was a sketch which will surely be filled out during the run. I wish I could witness that filling-out process; I wish I could attend all remaining five performances!

Sponsored by The Friends of Covent Garden; in repertory until March 25

all these to redeem Ben Stevenson's *Three Preludes* in which she was trapped with her partner, the elegant Yann Briard. The dance amounts to hollow emotings to Rakhmaninov - it is a faded choreographic orgasm - but these devoted artists gave the movement a sincerity which redounds enormously to their credit. Another rescue operation was performed by Delphine Baye and Emmanuel Hoff in the duet from William Forsythe's *In the Middle*. Mlle Baye produced the deadpan force, the far-flung limbs and the general air of aggressive boredom that the piece demands; I would love to see her in a ballet: she is a physically dramatic dancer, excellently matched by M. Hoff.

There were other young performers on view, their moments of glory well merited. How good to see a great national troupe able and willing to salute its next generation. And in matter of dance, it is worth urging any visitor to Paris to the Matisse show at the Beaubourg, where you can see the Petersburg version of *La Danse*, its movement as thrilling as the activities of the apprentice angels at the Palais Garnier.

The Paris Opera Ballet will be on tour at the Kennedy Center, Washington, from March 18-28. Sponsorship by A.R.O.P., the Florence Gould Foundation, American Friends of the Paris Opera, and Air France

Television/Christopher Dunkley

Thick, and proud of it

The proletarianisation of British television is proceeding apace.

This is, perhaps, no great surprise: after all, television in the US, commercial in tooth and claw from the very beginning, has always been aimed straight - and almost exclusively - at the tabloid market and in the UK the writing has been on the wall for five years. Like so many politicians, Thatcherites never liked broadcasters whom they saw as unelected troublemakers. When Mrs Thatcher was Prime Minister, Norman Tebbit (so charming, so civilised, so urbane in BBC2's interview with David Dimbleby on Sunday) was set loose to savage the broadcasters as only he knew how, while Mrs T herself listened to the opinions of her favourite mass media mogul, Rupert Murdoch.

It was Mr Murdoch who, at the 1989 Edinburgh Television Festival, declared that much of what passed for quality on British television - snobbish old fashioned drama, for instance - was really no more than a reflection of the values of the narrow elite which controlled broadcasting and had always believed that its tastes were synonymous with quality. Just how these points headed snobs tricked the viewing millions into watching *Brideshead Revisited* and *Jewel In The Crown* was something he did not explain. He did, however, make it pretty clear that what was needed was a lot more channels like his own. Sky, an opinion which he presumably impressed upon his friend Margaret Hilda.

Whether or not we are talking here about direct cause and effect, a few years later we find ourselves with a newly arranged broadcasting system in which Channel 4 has to compete for ratings in a manner which was never previously necessary, and the ITV companies are driven into a vortex of market competition in order to find the money to pay back the millions which they had to bid at auction to acquire their Treasury tax. The BBC meanwhile declares that, as a result of the changes in the industry, it will inevitably lose a third of its audience over the next few years.

The outcome, on screen, is that the Reithian principles on which broadcasting in this country has traditionally rested are now being turned upside down. Reith believed that you should aim programmes slightly above the intellectual level of your expected audience and thus keep encouraging people to improve themselves. A growing number of programmes now appearing on our screens do the opposite: rather than helping the audience up, they drag the subject down, seeking a level where it can appeal to the most casual channel zapper.

Thus *Harry Enfield's Guide To Opera* on Channel 4 is got up to look quite literally like a comedy. Enfield and Paul Whitehouse who have been so hugely successful in such double-acts as *Smashie and Nicey*, the disc jockies in *Harry Enfield's Television Programme*, appear here as Dad and Son, a couple of cheeky chappy cockneys (apparently the wife traces anything which is spoken in French, so that the dialogue moves at snail's pace, and John Thaw as the husband speaks *Franglais*: "Le problem is les pipes. Bur-

school accents (and therefore, it seems, deserve our contempt). Mr Murdoch should be delighted.

The opening episode contained lots of famous extracts, interestingly using Opera North and Paul Daniel as the "resident" company rather than the ENO or Covent Garden as might have been expected, and it was very funny. Enfield's thumbnail sketch of a typical opera - "Act 1, bird comes on, warbles... Act 3, mixture of snogging and violence... Act 4, one of the blokes has a bit of a sing by himself, reads a letter from his mum..." was hilariously accurate. Perhaps the series will, indeed, induce some of those who know opera only via the *World Cup* signature tune and the *Three Tenors* concert to buy some CDs or even a ticket for an actual performance.

But you can hardly miss the dramatic contrast in tone between this series and, say, *Civilisation* which, though



Harry Enfield and Paul Whitehouse as Dad and Son in 'Harry Enfield's Guide to Opera'

made 25 years ago, has continued to typify - or serve as the great example of - arts programmes on British television until now. Kenneth Clark would not have referred to an opera audience as "smug gits in dinner jackets", one of several phrases from Enfield which reeked of snobbery, albeit the inverted sort. Would smug gits really become more worthwhile in his eyes if they wore shell suits from C & A?

A similar attitude of "I'm thick and I'm proud of it" has permeated the first two episodes of *A Year In Provence* on BBC1. In previous years a series about a couple throwing up middle class life in London to live in an old stone farmhouse in southern France would probably have accepted Provencal life on its own terms and enthusiasm over the unfamiliar culture. But that would hardly have held the attention of the channel-hopping soccer fan, would it, so here we get the soccer fan attitude to abroad.

Froggies are daft foreigners who insist on speaking a barmy foreign language, they're all wind and show, incapable of sticking to a job for more than a day, and everything from their driving to their weather is deeply doubtful. Subtleties, as Mr Murdoch would doubtless explain, are disgracefully elitist, and so we have two embarrassingly awful substitutes: Lindsay Duncan as the wife traces anything which is spoken in French, so that the dialogue moves at snail's pace, and John Thaw as the husband speaks *Franglais*: "Le problem is les pipes. Bur-

stet" or "Qui est le woman maniac avec le black voiture?" The appeal is to precisely that sort of xenophobic mentality which has become so familiar in recent years from television's coverage of the British soccer fan abroad.

The dragging down of the level of appeal is not limited to arts programmes and drama. More and more television journalism is now concerned primarily with entertainment. Much of it, such as *Life* and *CD*, as was noted here two weeks ago, is bitty and sensational. Even among more serious programmes such as ITV's *Disguises* there is a concentration on "human interest" which is certainly attractive and may at first seem quite reasonable but which proves on subsequent inspection to involve the abandonment of that contextualisation and analysis at which British current affairs programmes had become rather good. For the first two programmes in the

Disguises series Adam Holloway has played a schizophrenic living rough and seeking medical help and accommodation. They have provided a vivid illustration of the failure of the "care in the community" theory which the government used to close down so many wards in mental hospitals. But they have not extended thought beyond that vividness.

If this is the evidence on screen a mere 10 weeks after the introduction of the new system, how will matters look after 10 months? It seems clear already that the increase in competition for audiences is going to become keener yet. Perhaps Alan Yentob, who has done such a good job with BBC2 and now been asked to take over BBC1, will manage the amazing feat of improving quality on the corporation's more popular channel without losing too large a proportion of the audience. But that still leaves ITV and Channel 4 to worry about, and of course the satellite and cable networks which - we are now assured - could be offering 500-channel systems, thanks to digital compression, in a matter of months rather than years.

The claim has always been that when the technology finally overcomes network scarcity we can all stop griping about programme quality because the choices will be infinitely varied: television, like print, will provide everything from a solid diet of pornography or comic trivia to a balanced diet of grand opera, serious journalism and high quality drama. I wonder.

With spring in their steps

Clement Crisp reviews young dancers at the Paris Opéra

A dancer's life is short, and youthful promise has a nasty habit of fading away, either by reason of neglect or because of the pressures within a ballet company. The golden gift we saw at graduation - or thought we saw - turns to some baser material as time passes, and occasional soloist roles are the reward for what once seemed a talent to storm the heights. The Paris Opéra Ballet has in latter years set aside evenings in the Palais Garnier to celebrate the potential of its youngest dancers, so that the Paris public (always very partisan) may judge the gifted young, and the gifted young may have moments of glory as a reward for talent, and a taste of greater rewards to come.

The evenings are tremendously exciting. A clue to the Opéra's dance style lies in display, in assured prowess, in the assertion of "moi". Some years ago, in Natalia Makarova's *Ballerina* series for BBC TV, shots of class at the Opéra superb Ballet School found the teacher urging her girls to show *plus de chic; beaucoup plus de chic*. It's a phrase which sums up a lot about attitudes at the school and in the company. Technique, the presentation of the dance, is glossy, and has that wit which is an essential component of chic.

Russian young can look soulful (though sublime) by comparison. Americans may appear hard-driven in attack: the English somewhat demure. Most of the young French, if not all - as I saw on Saturday night - take the stage with an allure that speaks of confidence and a clear sense of their identity. At worst they are over-vivacious: at best they are world-beaters.

The programme, given on three successive evenings, comprised *pas de deux* and extracts from the repertoire. All may not have been for the best all the time - a version of the *Fairy Variations* from the *Sleeping Beauty* prologue did no justice to Petipa, for the Russian classics lie outside the Opéra's traditions; *Agon* is not for the inexperienced - but the sum effect was of a company (and a teaching tradition) marvellously rich. There were several exceptional talents. A duet from *Le Papillon* with Isabelle Ciavara (aged 20) and Emmanuel Thibault (just 18) was heart-touching. Mlle Ciavara is slight, enchantingly pretty, and delights in the intricacies of quick, clear, tiny steps: the old Russian ballerinas used to call such choreography "weaving lace with your feet". Mlle Ciavara turns, holds a floating pose, is sweetly true in this reconstruction of a

mid-19th century spectacle. M. Thibault is of medium height - Baryshnikov, Julio Bocca, his models - and already possessor of a beautifully rounded technique. Mlle Ciavara is easily done, but more enthralling is his ability to devour space, to race and soar, and seem a meteor. Like Mlle Ciavara, his manner is still innocent; I long to see them both in *Coppélia*.

A grand contrast came with Aurélie Dupont in Balanchine's *Tchaikovsky pas de deux*. Winner of the junior gold medal in last year's Varna Ballet Competition, she has an all-conquering skill, but it is allied to a lusciousness of pose (her back, torso, have a fluidity and power more Russian than French) and to an innate musical sensibility. Her manner is serious - if she flirts with anything, it is with the phrasing of the dance, and that she does divinely - and I hope the world will be hers, for she seems destined for great things. She had as companion the young but already established, and splendid, Nicolas Le Riche, hero of the recent house revival of *Le Train Bleu*. The *pas de deux* was radiant. Chloé Fallou is another exceptional talent. She, too, revealed a dignity of presence, a lovely clarity of pose and grace of phrasing. She needed



BONN

Bonn Opera has Otello tonight and Sat, and Der Freischütz tomorrow, Sun and next Wed, both staged by Giancarlo del Monaco and conducted by Dennis Russell Davis. March 21: new production of Puccini's *Trilbo*. March 22: Lucia Popp song recital (773667)

COLOGNE

CONCERTS Philharmonie Tonight: Cleveland Quartet plays Haydn, Smetana and Ravel. Tomorrow: Peter Schreier conducts Bach's St John Passion. Fri: Egberto Gismonti Group, jazz. Sat: Alexander Lazarev conducts Bolshoi Orchestra. Sun morning, Mon and Tues evening: James Conlon conducts Gürzenich Orchestra in Chopin's First Piano Concerto (Tizmon Barto) and Bruch's Second Symphony. Sun evening: Muhai Tang conducts Rhineland Pfalz State Philharmonic in Prokofiev and Brahms (2801)

OPERA

Opernhaus Tonight and Sat: James Conlon conducts Ian Judge's production of Macbeth, with Franz Grundheber and Elizabeth Connell. Tomorrow: Zar und Zimmermann. Fri: Lohengrin with Gary Lakes, Eva Johansson and Sergei Leiferkus. Sun: Tchaikovsky triple bill. Next Wed: Gwyneth Jones song recital. March 25: first night of Liviu Ciulei's new production of Così fan tutte (221 8400)

THEATRE

Schauspielhaus Tonight: Helner Müller's Shakespeare Commentary. Fri and Sat: Jakob Lenz's The Soldiers directed by Werner Schroeter. Sun: Hebbel's Maria Magdalena. The Kammerspiele has Wedekind's Musik on Fri, Sat, next Tues and Wed (221 8400)

COPENHAGEN

Royal Theatre The main event this week is the first night on Sat of a new production of Drot og Marsk, a Danish historical opera composed by Peter Heise in 1878. John Frandsen conducts a cast including Poul Elming, Tina Kiberg and Kjeld Christoffersen. The repertoire also includes Le nozze di Figaro and Bournonville's A Folk Tale and Napoli (3314 1002)

DUSSELDORF

Deutsche Oper am Rhein Tonight ballet mixed bill, including Forsythe's In the Middle. Tomorrow: Die Fledermaus. Fri: Goldberg Variations, new ballet

by Heinz Spoerli. Sat: Swan Lake. Sun: Aida. March 20: new production of Albert Reimann's opera Das Schloss (211-8908 211). The Dulsburg Theatre has Carmen on Fri and Sat, Giselle on Sun and Don Carlo next Tues (203-3009 100)

Schauspielhaus Tonight: Ariel Dorfman's Death and the Maiden. Fri: Shaw's Heartbreak House. Sat, Sun, next Tues: Odon von Horvath's Zur schönen Aussicht. Mon: Pirandello's Tonight We Improvise. Eduardo Arroyo's Revamp opens on Sat at Kunstsammlung NRW, directed by Herbert König (211-182200/ 211-369911)

FRANKFURT

Alte Oper Tonight: Megadrum, international percussion group. Tomorrow: Ute Lemper. Sat: Herbert Blomstedt conducts San Francisco Symphony Orchestra in works by Copland and Bruckner. Sun morning, Mon evening: Leonard Slatkin conducts Frankfurt Opera Orchestra in Barber, Bloch and Dvorak, with cello soloist Misha Maisky. Sun evening: Michael Gielen conducts South German Radio Orchestra in Tchaikovsky, Berg and Ravel (1340 400)

Jahrhunderhalle Hoechst Tonight and tomorrow: Nederlands Dans Theater. Fri: Roger Whitaker. Sat: Glenn Miller Orchestra. Sun: Herbert Blomstedt conducts San Francisco Symphony Orchestra in Dukas, Sibelius, Harbison and Stravinsky (3601 240)

Opernhaus Tomorrow and Sat: Eidehard Klocke conducts Werner

Schroeter's new production of Lady Macbeth of Mtsensk, with Kristine Ciesinski and Sergei Larin. Fri and Sun: Britten's A Midsummer Night's Dream. March 21: revival of Nixon in China, opera by John Adams (234001)

Schauspielhaus Tonight: Schmitzler's Undiscovered Country. Fri: first night of new production of Shakespeare's Othello, directed by Peter Eschberg (also Sun). Sat: Sophocles' Antigone. March 18: revival of Frankfurt Ballet production of William Forsythe's Limb's Theorem (2123 7444)

English Theater Kaiserstrasse Fri: first night of new production of Ariel Dorfman's Death and the Maiden. Daily except Mon till May 15 (2423 1620)

GOTHENBURG

Konsertuset Tonight and tomorrow: Neeme Järvi conducts Gothenburg Symphony Orchestra in works by Milhaud, Tamer and Brahms. Next Tues: Stephen Hough piano recital (167000)

HAMBURG

OPERA The main event this week at the Staatsoper is the premiere on Sun of Günter Krämer's new production of Siegfried conducted by Gerd Albrecht, with Heinz Kruse and Gabriele Schnaut (repeated March 20, 23, 31, April 12). The repertoire also includes Madame Butterfly tonight and Fri, and La bohème on Sat and Tues (351721)

CONCERTS

Fri at Musikhalle: Barbara Hendricks song recital. Sun morning: Haydn and Schubert concert. March 19: San Francisco Symphony Orchestra (354414)

THEATRE

A new production of Feydeau's farce A Flea In Her Ear opens at Deutsches Schauspielhaus on Sat directed by Peter Löcherer previews tomorrow and Fri (247113). The repertoire at Thalia Theater includes Ariel Dorfman's Death and the Maiden and John Osborne's The Entertainer (322666)

LEIPZIG

Kurt Masur conducts the world premiere of Siegfried Mathus's new symphony tomorrow at the Gewandhaus, in a concert marking the 250th anniversary of the Leipzig Gewandhaus Orchestra. Sun: Tatiana Nikolaeva plays Bach. Next Tues: Mark Gorenstein conducts MDR Symphony Orchestra in Mahler's Ninth (7132 280)

MÜNCHEN

Gasteig Tonight, tomorrow evening, Sun morning: Sergiu Celibidache conducts Munich Philharmonic in works by Mozart and Brahms. Sat: Prague Symphony Orchestra plays works by Beethoven, Dvorak and Smetana. Sun evening: Carol Vaness sings opera arias. Tues: Ivo Pogorelich piano recital (4809 8614)

Cuvillés-Theater Tonight, Fri, Sat and Mon: Manfred Trojahn's

opera Enrico. Sun in the Prinzregententheater: Julie Kaufmann song recital (221316) Gärtnerplatztheater Tonight and Fri: Luisa Miller. Tomorrow, next Mon and Thurs: new production of Siegfried Mathus' Cornet Rikke opera. Sat: Le nozze di Figaro (201 6767)

LYON

Auditorium Maurice Ravel Tonight, Fri, Sat: Philippe Herreweghe conducts Jean-Claude Berutti's Opéra de Lyon staging of Schumann's Manfred (7828 0960). Tomorrow: Emmanuel Krivine conducts Orchestre National de Lyon in Berlioz, Schumann, Jarrell and Ravel, with solo pianist Jean-Marc Luisada. Next Thurs: Anne Sophie Mutter (7860 3713)

STOCKHOLM

Royal Opera Tonight, Fri, Mon: ballet mixed bill, works by Renato Zanella, Jiri Kylian and Alvin Ailey. Tomorrow: Cav and Pag. March 20: first night of new production of Pelléas et Mélisande (248240)

Rotundan Sat, Mon, next Wed: Amorina, new romantic chamber opera by Lars Runsten (248240) House of Dance Cullberg Ballet till March 27, with works by Ek, Taylor and Naharin (796 4910)

European Cable and Satellite Business TV (All times are Central European Time)

MONDAY TO THURSDAY

Super Channel: European Business Today 0730; 2230

MONDAY

Super Channel: West of Moscow 1230. Super Channel: Financial Times Reports 0630

WEDNESDAY

Super Channel: Financial Times Reports 2130

THURSDAY

Sky News: Financial Times Reports 2030; 0130

FRIDAY

Super Channel: European Business Today 0730; 2230 Sky News: Financial Times Reports 0530

SATURDAY

Super Channel: Financial Times Reports 0930 Sky News: West of Moscow 1130; 2230

SUNDAY

Super Channel: West of Moscow 1830 Super Channel: Financial Times Reports 1900 Sky News: West of Moscow 0230; 0530 Sky News: Financial Times Reports 1930; 2030

FINANCIAL TIMES

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Wednesday March 10 1993

Major must persevere

BRITAIN WILL ratify the Maastricht treaty if it fails to do so it will lose its influence in Europe and probably Mr John Major's Conservative government as well. That is why it is highly likely - nothing is certain - that the necessary legislation will be passed during the next six months. The defeat of the government on a minor amendment on Monday night demonstrated that the Conservative party is divided, and that the prime minister is ruling from a position of parliamentary weakness. But that is merely to confirm what was already well-known. It does not mean that the bill will be thrown out.

Nor should it be. The treaty, which is not perfect, is the product of long negotiations during which a number of important concessions were made to British sensibilities. The debate about the degree to which the Maastricht agreement represents a step towards a European federal state is sterile; the fact is that British business believes it has a chance of prospering within the wider European economy, while the world is being pressed to thrive if it is obliged to compete alone in the deep blue sea. Even those who are unwilling to concede the merits of Maastricht as a logical development of the single market should accept that for the UK it represents the minimum price of admission to European deliberations.

Most members of the House of Commons understand this. The three national parties fought the election last April on manifestos that indicated support for Britain's developing membership of the European Community. Each one has its contingent of Eurosceptics, but the prevailing view among Conservative, Labour and Liberal Democrat MPs alike is that the Maastricht treaty must be ratified.

Mr Major should do all he can to ensure that the voice of this majority prevails as soon as possible.

The delays caused by the tactics of the bills' various critics and opponents are getting in the way of other business. If the process is dragged on through the summer Britain's commitment to honouring its signature may begin to be questioned by Community partners and potential investors.

The blame for delay should not be shouldered by the prime minister alone, although the government's tactics have been less than brilliant. Labour and the Liberal Democrats, both ostensibly committed to ratification, have become shameless opportunists. The leader of the Liberal Democrats, Mr Paddy Ashdown, wants his party to be noticed: the Labour leader, Mr John Smith, needs to maintain unity in his own ranks by being seen to attack the government whenever possible. The votes of both these "pro-European" parties were cynically combined with those of the anti-European Tory rebels on Monday.

There is not much that Mr Major can do to end the rebels' filibuster, or even to avoid defeat on Britain's opt-out from the social chapter. He cannot agree with Labour that Britain should opt in to the social chapter. That would be unacceptable to a majority of Conservatives. He cannot agree to the rebels' demand for a referendum before the treaty is ratified; that would make a nonsense of his own previous statements, and might even fail to pass through the House.

He could, however, promise a referendum before Britain opts in to a European single currency, if a future government chooses to do so. That would not prevent ratification now. It may allay the fears of at least a few Eurosceptics. Such an offer should only be considered as a last resort. Meanwhile Mr Major must persevere, and take his knocks as the bill is fought according to Britain's quaint rules of parliamentary procedure.

UK calling US

BRITISH Telecommunications' application this week for a licence to operate an international service out of the US provides a golden opportunity to sweep away restrictive practices which keep the cost of transatlantic calls artificially high. The price of calls between the US and the UK - now 56p a minute - could fall by more than half if there were a competitive market, analysts say. Since there are about 15bn minutes of telephone traffic between the two countries each year, the prize of cheaper calls is well worth having.

To win this prize, the US and UK will need to take bold action to open up their markets. It will not be easy, given that two years of talks aimed at achieving precisely this have made little progress.

The snag is that, though both governments want a reciprocal opening of markets, their phone companies have provided them with multiple excuses for keeping their markets shut. Whenever the UK's Department of Trade and Industry has suggested opening the UK end of the transatlantic route to more competition, BT and other British phone companies

have complained about discrimination against them in the US. Whenever the US Federal Communications Commission has suggested relaxing restrictions on UK companies in the US, American Telephone and Telegraph and other US carriers have pointed out that they are not allowed international licences in the UK.

The result has been a logjam. So successful have the established carriers been in keeping markets closed that one wonders whether their aim has been to gain access to each other's markets or simply to protect their home turf.

BT's licence application offers a chance to break the logjam. This will not be achieved, however, if the authorities in both countries continue to listen to producer lobbies instead of focusing on the wider economic benefits of competitive markets. Politicians also need to take an active interest, rather than leaving the matter in the hands of middle-ranking officials. Mr Michael Heseltine, the UK's secretary of state for trade and industry, should reopen talks as soon as a new head of the FCC is appointed.

Insuring exports

BUSINESS HAS welcomed Mr John Major's recent public espousal of the role of exports in his strategy for economic recovery. But some industrialists argue that they are paying a price for the recent privatisation of the part of the Export Credits Guarantee Department that handles short-term export credit insurance. They are wrong on the privatisation, which has been a success. Where they have a legitimate complaint, however, is over the lack of government arrangements for reinsurance against political risks after 1994.

Exporters are getting better services from NCM - the Dutch credit insurer which acquired the ECGD's short-term business - than could have been delivered by a government department. They can, for example, take out a single credit package for both domestic and international business, where before they needed to take out two. Furthermore, in a market in which NCM is often competing with four other companies for an insurance contract, many exporters have seen premium rates fall.

Meanwhile, the government no longer needs to worry about the bill for insurance of commercial risks, which are firmly in the private sector, where they belong. On reinsurance, however, the government may have gone too far. It must reconsider its decision to make private sector reinsurers assume full responsibility for coverage of political risks associated with wars or political upheavals.

Reinsurers like Munich Re and Swiss Re insist that the private

sector does not have the capacity to cope with such political risks, even within the EC. They argue that commercial insurers could never cope with the concentration of risks involved, while the potential effects of the current Italian political crisis on sales to state-owned companies demonstrate that those risks are not confined to developing countries.

As part of the original privatisation, NCM won the government's agreement to offer reinsurance for political risks for a three-year period to the end of 1994. But it is concerned that business is being affected by uncertainty beyond that year.

The government should acknowledge that wholesale privatisation of reinsurance may be an over-ambitious short-term aim. It should prolong the transitional reinsurance arrangements, not only for NCM, but for competitors like Trade Indemnity as well. By setting clear limits to government exposure, however, and ensuring the risk of reinsurance is shared by the private sector, the government could also limit the costs to itself and help foster a private market substantial enough to handle all risks.

The longer-term goal must be the elimination of reinsurance by governments of developed countries against political risks created by one another. Such competition is particularly absurd within the EC. New York does not insure its firms against political risk in California. Why should the UK insure its exporters against political risks in Italy?

A special Congress of People's Deputies will convene today in Moscow, the latest in a series which has loomed over Russian political life over the past year. Like vast clouds, they roll in from the horizon, preceded by prophecies that this time the deluge they carry will swamp President Boris Yeltsin and his government.

As Timothy Colton, head of Harvard's Research Centre, says in a recent book, "prediction is as easy as judging a symphony by its opening bars: the ear picks out isolated chords and notes, melody and rhythm elude it". Using this metaphor, we can say that the Russian symphony becomes more and more discordant, and no one is playing together.

Mr Yeltsin and his government have few options left except to tough it out. Their mood is hard: though whether that hardness has depth, or is simply brittle, will be tested at today's Congress. Mr Yeltsin has threatened unspecified action of an authoritarian kind in order to inspire fear. If Congress calls his bluff, he either has to act decisively - or make yet another messy compromise, which will deepen and prolong the crisis.

The parliament, both Congress and the Supreme Soviet, are increasingly opposed to the president and government. As Galina Starovotova, the former presidential adviser, said recently: "We are in the anomalous position of having the parliamentary majority in the opposition." The centrists no longer think Mr Yeltsin recognises their concerns and can answer them: Mr Alexander Vladislavlev, deputy head of the Union of Industrialists and leader of the "Renewal" party, said yesterday: "Yeltsin is not really interested in consensus and compromise. And if he does the kind of thing he seems to be threatening, then we are back to the politburo and the Bolshevik era."

Among the harder opponents are a substantial proportion who are engaged on quasi - or fully - treasonable activities, such as conspiring with military officers to overthrow the state authorities. This goes on openly: Communist and nationalist deputies demonstrate together for the resignation of the president to whom the latter have taken an oath of loyalty. They stand on platforms and threaten extra-parliamentary action to achieve this end. No move is made against them. Mr Rusan Khasbulatov, the parliamentary speaker who remains in parliamentary terms a moderate, has little room left in which to make yet another of his famous last-ditch compromises. Mr Valery Zorin, chairman of the Constitutional Court who devised the last compromise between parliament

Barely afloat on a cruel sea

John Lloyd says that President Yeltsin has few options left as the power struggle in Moscow intensifies



and president, has since compromised his position by siding with Mr Khasbulatov in rejecting a referendum.

Those loyal to Mr Yeltsin, like Mr Boris Nemtsov, the governor of the governor of Nizhny Novgorod, famous for his support of pro-market change in his region, say that the anti-presidential forces simply do not have the strength to stop the tide of change. "In so far as they want to centralise power back in Moscow, they cannot do so except with guns. And I don't think they have enough. It has gone too far." Still, in his celebration of the freedom given to (or taken by) him and other regional bosses, he implicitly admits the perceived weakness of the present administration: its inability to stop Russia falling apart. A chorus of domestic and foreign observers now likens Mr Yeltsin to Mr Mikhail Gorbachev in mid-1991, floundering helplessly

before a disintegrating state. And the people? The clamour that "things were better before" grows ever louder. En route back from Nizhny, three separate strangers took time and trouble to stress how much they hated what was happening in their country: one, an Aero-Flot flight attendant, said she knew that the lemonade she was serving was terrible - "but it is better before. And now so expensive! If the quality was better it wouldn't be so bad". Even in the privatised shops in Nizhny, the pride of Russia's reformers, there was grumbling about the political instability (in the town) which made them unsure that they would be allowed to transform themselves from payers of rent to real owners.

A Moscow paper at the end of last week asked the citizens of Verdovsk (now Ekaterinburg) - Mr Yeltsin's old home town and former base as first secretary - how they

felt about their favourite son. Sour most of them. The tenants of his old flat were just putting up a solid steel front door for protection and the neighbour was hanging out pictures of Stalin to commemorate the 40th anniversary of his death last Friday.

All the polls show Mr Yeltsin's popularity down, support for some kind of "firm grip" ever increasing. "I fear the Russian mass, aroused and pitiless," said Mr Yeltsin last December, quoting Pushkin. Every one fears that now, and they fear each other. The nation is teetering, its leaders struggling under the tiller as the storm breaks. The best of them, in and out of government, can hardly keep reform's momentum going.

Mr Yeltsin's options are stark: he either makes a compromise with the parliament, or he decides to break with it. He has signalled a willingness to do both, keeping

them guessing, alarming them with talk of decisive measures, soothing again with suggestions of compromises. He may not yet know himself which road to take.

The compromise route could entail dropping the idea of a referendum with, possibly, acceptance of a defined date for parliamentary and presidential elections. If this were the route, both constitutional and economic change would be further stymied. Mr Yeltsin could hardly allow his government to inflict the pain of real "shock therapy" on a people whose vote he would soon be canvassing; parliament, under the present constitution, can obstruct any attempt to adopt a new constitution because it can block every legal step towards it.

Having passed up the chance to reform a Soviet-era parliament and constitution while he retained the momentum and popularity to do so a year and a half ago, President Yeltsin is now enmeshed in the closed circles which the constitution prescribes. Mr Khasbulatov, the speaker, says only a parliamentary system can safeguard Russia's new-found freedom: Mr Yeltsin says that only an authoritative presidency can drive through reform and, by doing so, safeguard democracy. Behind the undoubted importance of the rival conceptions lies a naked power struggle. Compromise is only a pause between rounds, never an agreement in principle.

But to break out of this would be fraught with risk. General Pavel Grachev, the defence minister, may have allowed it to be reported that the army wants "decisive measures". But he has been as contradictory as Mr Yeltsin, and must fear that, if he comes out in full support of the president, he may this time back the wrong horse (General Grachev got his job by choosing to back Mr Yeltsin against the coup leaders in August 1991).

The bottom line of presidential rule, or the declaration of a state of emergency, is an army willing to shoot its own people: an army willing to do that must either be desperate, and/or believe that the power in whose name it is doing the shooting will survive to give it political exculpation in the longer term.

Mr Yeltsin, unfortunately, is now seen as possibly being a short-term president - by both foreign and domestic observers. He needs to show he is in charge, and decisively in charge, in order to dispel that view. Yet to do so he risks everything. Today's Congress is - yet again - a critical moment for Russia, and for the world.

After the Soviet Union, ed Timothy Colton and Robert Leogold (W W Norton, New York)

Why US locomotive should decouple

Over the past 20 years the distribution of earnings in the US has been changing in a way which, until recently, has not been matched in the rest of the industrial world. Despite the fact that the real American per capita gross national product has been rising (up almost 30 per cent from 1973 to 1992), real earnings have been falling for much of the workforce. While about 20 per cent of the male workforce has been on a rapidly rising up escalator, another 20 per cent has been on a level moving sidewalk, and the remaining 60 per cent has been on a down escalator.

Two factors lie behind these statistics. Technology seems to be demanding a much more skilled workforce. Wages have been rising for the skilled and falling for the unskilled. As the US is much more open to manufactured imports from low-wage third-world countries than either Europe or Japan, what economists know as "factor price

equalisation" (in a global economy those with third-world skills will make third-world incomes even if they are living in first-world countries) also seems to be pushing down wages of the unskilled.

To some extent America's working wives have come to the rescue. By working an increasing number of hours per year they have succeeded in holding the real family incomes of the bottom 60 per cent of the population approximately constant, even though male wages have been falling. The average American family rightly sees itself working much harder yet making no economic progress. Even more frightening, most of these families now have little unused female work effort that they can throw into the economic fray. Wives are already working close to full-time. Nothing but economic decline looms ahead.

Not surprisingly, voting studies reveal that those on the up escalator voted overwhelmingly for President George Bush while those on the down escalator voted overwhelmingly for President Bill Clinton. To have any chance of delivering on his promise to stop the down

escalator, Clinton needs to offer a number of things, such as greater investment in skills. And a 4 to 4.5 per cent rate of growth is an absolute necessity if he is to create growing job opportunities and rising real wages for the 80 per cent male workforce that did not participate in the economic gains of the 1970s and 1980s.

But suppose he were to succeed

If this surge of imports were to occur, it would drown President Clinton's economic recovery

and the 4.6 per cent growth rate of the fourth quarter of 1992 were to be sustained. President Clinton would immediately have a trade problem. The US starts with a large trade deficit (rapidly rising toward \$100bn) and could expect a huge surge of imports if it were to succeed in growing much faster than the rest of the industrial world.

But if this surge of imports were

to occur, it would essentially drown President Clinton's economic recovery. If one looks at the relationship between output and employment in American manufacturing, every \$45bn in extra manufactured imports essentially costs the American economy 1m jobs. Mr Clinton cannot afford to lose those jobs. If he does, he will not be able to deliver on his promises to those that elected him. As a result, the president has no choice but to take whatever actions are necessary to ensure that the US trade deficit does not worsen. To put it bluntly, President Clinton cannot let the American economy become a locomotive for the rest of the world.

The rest of the world is now an economic train too large for the US locomotive to pull alone. If the US were to try, its recovery would simply stall. The right answer from the US, and the world's, perspective is an aggressive co-ordinated fiscal and monetary expansion with the three big economies (Germany, Japan and the US) acting as a joint locomotive. If such co-ordination cannot be arranged quickly, however, Mr Clinton will have no choice

but to take direct action to stop the US trade deficit from worsening.

The clash between the world's desire to hook on to the American locomotive and President Clinton's need to decouple his locomotive from the rest of the world's economic train will be most acute with respect to Japan. Japan has a \$135bn trade surplus, which is rising at the rate of \$50bn per year. Based on history, if the US were to grow substantially faster than Japan, Japanese exports to the US could be expected to surge.

The problem is very simple. Japan does not know how to engineer an economic recovery without such an export surge; the US will not have a domestic recovery if such a Japanese export surge were to occur.

The immovable object meets the irresistible force.

Lester C Thurow

The author is Dean of the Alfred P Sloan School of Management, Massachusetts Institute of Technology

Musical chairs

With simultaneous puffs of white smoke from New York and London yesterday, two of the world's best known business weeklies change editors. In the US the parents of Barron's, one of Wall Street's more conservative institutions, played safe. By contrast, albeit true to form, the owners of The Economist catapulted yet another young fizzer into the editor's chair.

The contrast between the two new editors couldn't be wider. Barron's James Meagher, now 37, is a career hack who was number two to Alan Abelson, the revered editor for over a decade. The Economist's new chief Bill Emmott is a good 20 years younger, and has what Americans would describe as an Ivy league background.

He was chosen over the magazine's 45-year-old deputy editor, Nicholas Colchester, an old FT hand and fellow Oxford man. They even went to the same college, Magdalen.

The Economist has a tradition of picking young turks as editors. One has to go back over 30 years, to Donald Tyerman, who took over from Geoffrey Crowther, to find an editor who was over 40 when selected for The Economist chair. Given that Tyerman was one of the less successful editors, The Economist's emphasis on youth has paid off to date.

Fortifying

It often needs a bit of hard work to understand the thinking behind the various European Community initiatives. But this one has surprised Observer. Hands up anyone who knows why the socialists have invited 40 EC 40-year-olds to Strasbourg tomorrow to celebrate the 40th anniversary of the European Parliament?

Resurgence

So who's being tipped for the job of UN's chief political representative for Bosnia once a peace agreement has been concluded? Lord David Owen, that's who.

Though many obstacles still stand in the way of a settlement, the nitty gritty of implementing an agreement is already being discussed in private by members of the UN Security Council.

OBSERVER



"Gosh, Maastricht's getting exciting, isn't it?"

he has countered US criticisms of the peace plan he drew up with Cyrus Vance. In short, the lost leader has returned to the fore.

Honey-tongued

So John Birt claims that he saved only £310 in tax by being paid his BBC salary through a private company. The great man has clearly never heard the story of the Victorian parlour-maid. When tackled over the arrival of an illegitimate child, she replied, "it's only a little one, ma'am".

Birt, unlike the parlour maid, had the benefit of a report from accountants Ernst & Young to quantify the mischief. But despite this impressive imprimatur, we suspect that Birt's mission to explain has been about as successful as the early day attempt to shrink the kid.

Low turnout

Could this be a political first? A political opinion pollster who has nothing to say.

Elaine Winter, editor of the NOP Political Social Economic Review, part of Lord Hollick's MAI stable, has suspended publication of its bi-monthly review. "This is largely a result of the fact that since the general election there has been a hiatus in the political polling that we normally do due to lack of interest," she says in a sad letter

Marble halls

True, the English could not be expected to go as far as the Irish, who are re-opening the disused public toilets near Dublin's Trinity College as an exhibition hall for two sculpted bronze urinals - one in the shape of Britain and the other of Ireland. But surely there's a case for granting public access to top people's toilets tantamount to works of art in their own right.

There are several examples in the City of London alone. Word has it that the Bank of England harbours some sumptuous sanctuaries, especially for upper bankers. Moreover, the Midland Bank chairman's chamber is decked out with shoe-shine apparatus, three hairbrushes, comb, clothes brush, nail scissors and nail file.

Nominations for others deserving tourist-attraction status welcomed.

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INSIDE

GE to give more cash to Hungarian venture

Tungsram, the Hungarian light bulb group in which General Electric of the US has a 75 per cent stake, plunged to a F9bn (\$104m) loss in 1992 and will remain unprofitable this year. Meanwhile, PepsiCo, the US food and drink group, has acquired F&O, a leading Hungarian soft drink company, and said it would invest \$115m in the group over the next five years. Page 17

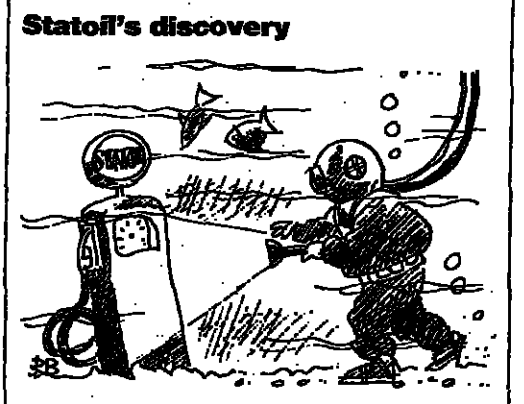
Redundancy for KIO executives

The Kuwait Investment Office, the International Investment arm of the Gulf state, has made redundant the four executives who have run its \$2bn US property operations for the past decade. Mr Ali-Rashid al-Bader, chairman, said the four had been made redundant in a "cost-cutting programme". Page 16

Brazil shrugs off politics

Brazil's stock markets have seemed immune to the political and economic instability surrounding them. From December to February, the Bovespa index gained 207 per cent, compared with inflation of 99 per cent for the period. Foreign investors are tempted, but playing it safe. Mr Roberto Barbery, president of Baring Securities Brazil, said: "They are waiting for a clear sign that economic reform is moving forward. Yet they are all terrified of missing out." Back Page

Statoff's discovery



Norway has announced the largest oil discovery in eight years, in the remote northern region of the Norwegian Sea. Statoff, the Norwegian state oil company, which made the discovery, believes it could be bigger than the And recently made by British Petroleum which is estimated to contain 250m to 500m barrels of oil. Page 28

Heinz earnings figure revised

H.J. Heinz, the food group, warned that earnings per share in the year to end-April would total about \$2.50. Analysts, guided by the company, had been predicting around \$2.60 until recently. Page 18

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BNP	16	N Midland Construct	22
Bristol Water	21	NBC	18
Brit Data Management	22	Ocean Group	20
Brown Shipley	22	Theraval	16
Candover Inv	21	Ontario Hydro	5
Carrefour	16	Pepelco	17
Castle Hldgs	22	Petrol Petroleum	22
Chancellor Capital	20	Pickering	29
Classe Bros	20	Pullman York	5
De Beers	15	Postal	22
Dell Computer	18	RPM	20
Du Pont	16	Renault	15
EO	16	Robins Company	15
Enterprise Oil	20	Saschli	16
Exonbrook Props	21	Samsung Electronics	17
Fleming Emerging	21	Singer & Friedlander	22
Freia Marabou	16	Sony	19
Glynned Int'l	21	The Prudential	22
Gowett	21	Thornton	22
H.J. Heinz	18	Tomorrow's Leisure	21
Haseco	17	Transfer Technology	20
Hambros	21	Trygg-Hansa SPP	16
Hambros Bank	22	Tungstern	17
Herdie (James)	21	USDC Investment	22
Hees Int'l	18	Union Discount	22
Hilldown	21	Wales City of London	22
Hilldown Holdings	21	Westpac	17
KIO	16	Yorkshire Food	20
Kerry	21	Zurich Insurance	20

Chief price changes yesterday

FRANKFURT (DEM)

BASF	240.1	+ 11.5	Dow de France	459	+ 14.2
Deutsche Bank	826	+ 13	Imetel	397.5	+ 19.3
Merck	482	+ 12	Interchange	512	+ 18
Linde	712	+ 30	Neos	118	+ 13.3
Pfizer	336	+ 12	Par Rescomple	311	+ 10.2
Adco	1009	+ 20	Pfizer	660	+ 20

NEW YORK (US)

Alcoa	27 1/2	+ 1 1/2	Harco	259	+ 29
Amgen	53 3/4	+ 1 1/2	Herc	747	+ 25
Amstar	42 1/2	+ 2 1/2	Herc	707	+ 58
Boeing	113 1/2	+ 1 1/2	Herc	707	+ 58
Boeing	100 1/2	+ 2 1/2	Nikko Ryodo	467	+ 58
Boeing	37 1/2	+ 1 1/2	Sony	383	+ 46
Boeing	37 1/2	+ 1 1/2	Sony	383	+ 46

PARIS (FFP)

Boeing	37 1/2	+ 1 1/2	Sony	383	+ 46
Boeing	37 1/2	+ 1 1/2	Sony	383	+ 46
Boeing	37 1/2	+ 1 1/2	Sony	383	+ 46

New York prices at 12.30pm.

LONDON (Pence)

Brown Shipley	40	+ 4	RPS	53	+ 4
Clasid Int	125	+ 15	Smith New Ct	189	+ 8
Clasid Int	125	+ 15	Transfer Tech	517	+ 29
Clasid Int	125	+ 15	Transfer Tech	517	+ 29
Clasid Int	125	+ 15	Transfer Tech	517	+ 29

Cuts in German chemicals sector expected

By Christopher Parkes in Frankfurt

THE GERMAN chemicals industry is expected shortly to announce further cost-cutting measures after BASF and Hoechst yesterday announced sharp falls in 1992 profits and dividends. BASF, the weakest of the big three, cut its dividend by DM2 to DM10 compared with the DM3 or DM4 reduction widely expected.

The news gave all chemicals stocks and the DAX index of 30 leading shares an immediate boost. The index closed up more than 18 points at a new high for the

year of 1,713.13. BASF stocks, which gained DM9 as soon as the news was released, ended even higher at DM240.10, up DM11.6. A DM3 cut to DM9 in the Hoechst payout and a 17 per cent drop in earnings were revealed after the markets closed.

According to yesterday's figures, pre-tax profits at BASF slumped 41 per cent to DM1.54bn (\$740m) on sales down 4.5 per cent at DM44.5bn. Earnings at Hoechst were 17.7 per cent lower at DM2.1bn, while sales fell 2.8 per cent to DM45.9bn.

In spite of the early market reactions,

analysts noted that both groups had reduced their dividends by less than expected after profits fell by around 20 per cent in 1991. At the time this was interpreted as a sign that worse was yet to come.

Early estimates of the outlook for the current year and details of further rationalisation plans will be given at the groups' annual press conferences next week. Dividend and earnings details at Bayer, the last of the big three, will be published after its supervisory board meets tomorrow.

Average prices for chemicals fell almost

2 per cent last year and stood 8.5 per cent below those of 1991, according to the chemicals industry association. Prices for organic chemicals and plastics slumped almost 8 per cent.

Confidence in the pharmaceuticals business, which usually avoids the worst effects of cyclical downturns, has slumped lately because of the introduction of price cuts, controls and prescription limits imposed from Bonn. According to early figures, drug sales have fallen by between 30 per cent and 40 per cent in the first two months of this year.

Lex, Page 14

De Beers allays dividend fears with 29% reduction

By Philip Gawth in Johannesburg

DE BEERS, the South African company which dominates the world diamond market, yesterday pleased investors by keeping the cut in its 1992 dividend to 29 per cent after announcing a 35 per cent fall in earnings for the year. Many analysts had predicted a much larger reduction in the payout.

The company's shares climbed after the announcement, closing at R8.08 - nearly 4 per cent up for the day. Analysts agreed the size of the dividend cut indicated that De Beers' financial health and the state of the world diamond industry were better than the market had expected.

De Beers sparked a furore in August by predicting a dividend cut and announcing a 25 per cent

cut in the quota of diamonds it would buy from producers. These moves appeared to go back on earlier bullish forecasts from De Beers.

Mr Julian Ogilvie Thompson, chairman, said the fall in earnings reflected the difficult second half. Attributable profits at De Beers and Centenary, its offshore arm, fell 49 per cent in the second half.

Pre-tax profits on the diamond account fell 30 per cent to \$644m from \$911m in 1991 reflecting the impact of the cuts.

Net interest income slumped 79 per cent to \$30m from \$141m. This was a function of lower cash balances after the company bought up diamond supplies that bypassed the Central Selling Organisation (CSO), the De Beers company that trades 30 per cent of world rough diamond output.

Mr Ogilvie Thompson estimated that \$500m to \$600m worth of diamonds which bypassed the CSO - both legal and illegal - had come from Angola during the year, of which De Beers had bought about two-thirds.

Attributable earnings fell to \$491m from \$759m, while equity accounted earnings fell to \$757m from \$1,076m. Earnings per share, excluding retained earnings of associates, fell 35 per cent to 129 cents. The dividend was cut to 78.1 cents from 112.1 cents.

Fears about the size of diamond stocks held by the CSO appear to have been exaggerated. Although these rose by \$700m in 1992, to \$3.77bn, pushing the ratio of CSO stocks to CSO sales up to 110 per cent from 77 per cent in 1991, this is still some way below the high of 136 per cent in 1992.

Cautions optimism, Page 36

Norma Cohen looks at a computer-based method of active stock selection that is crossing the Atlantic

Number-crunchers hope to beat index with 'quant' leap

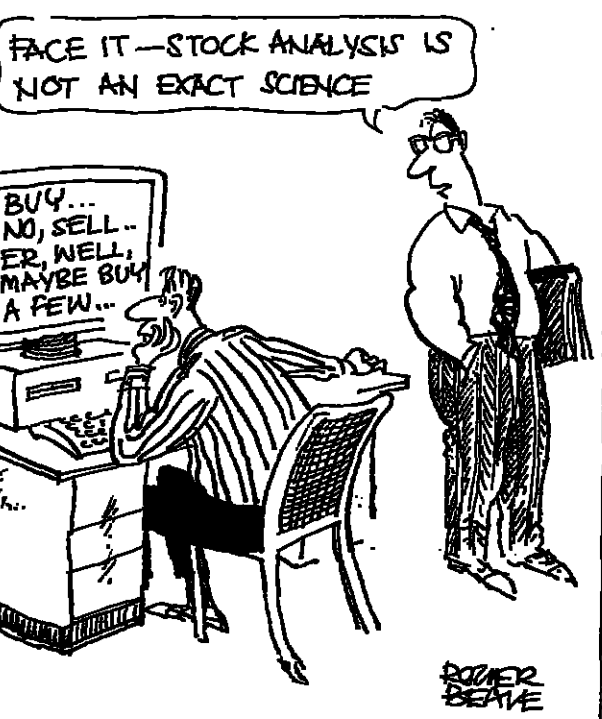
BRITISH fund managers have long prided themselves on their ability to sniff out an undervalued stock and add it to their portfolio at a cheap price.

But the poor performance returns of too many of these classic "active" fund managers have soured clients who, increasingly, are showing an interest in alternative approaches to stock selection.

In this spirit, a statistics-driven system of stock selection, pioneered largely in the US, is gaining currency in the UK and international markets. "Active quantitative" stock selection is basically a marriage of the analysis by traditional fund managers and the use of computers which is the basis of quantitative technique.

Known in the US as "black box" technique because of its reliance on computers, UK firms have begun to offer it to pension fund clients. In passive quantitative stock selection, the fund manager simply builds a portfolio to mimic a specific stock index, making no judgments on relative merits of stocks. "Active quant" is a more systematic approach to active portfolio management.

"We try to replicate with a computer what a traditional fund manager would do by hand," says Mr Kevin Rowe, partner at Buchanan Partners, an active quant boutique which specialises in the use of equity derivatives. "The difference is risk control."



data-based analysis favoured by the active quants. Also, there is a basic scepticism towards a technique that seems to guarantee above-average returns.

But those who sell the technique insist its popularity is growing. Mr Alan Greenhorn, formerly director of quantitative fund management at Hill Samuel where he pioneered the firm's product, says that slowly, the technique is gaining credibility in Britain. Hill Samuel manages about \$450m (\$693m) for 11 pension fund clients, as well as managing the core of Cambridge's Samuel College trust fund.

Mr Greenhorn and his team recently moved to State Street, a division of the US firm which specialises in both passive and active quantitative fund management techniques in the American markets. "A few years ago, if you held a conference on active quant, maybe three people would have shown up," he says. "Now you would get dozens."

What makes active quant different, he adds, is that vast quantities of data can be studied to help form a clearer picture of a stock's value. "We have spent three years building up a database of UK stocks showing each stock's exposure to different sectors."

Agency shows underlying profit



Saatchi writes off £600m of goodwill

By Gary Mead, Marketing Correspondent

SAATCHI AND SAATCHI, the world's second largest international advertising group, yesterday wrote off £600m (\$862m) of goodwill associated with US acquisitions made when it was expanding in the 1980s.

However, excluding the write-offs, the underlying position of the group for 1992 showed a pre-tax profit of £18.9m, against 1991's losses of £47.2m. The figures were compiled under FRS 4, the new UK accounting standard.

Group revenues grew by 1 per cent last year to £748m. Trading profits were up 67 per cent at £34.2m, with operating margins up from 2.8 per cent to 4.6 per cent. Mr Charles Scott, who takes over as chief executive from Mr Robert Louis-Dreyfus in April, said he expected operating margins to be 6 per cent this year.

Mr Scott said 14 companies within the group incurred losses in 1992, in Japan, Sweden, China and the UK, but their combined losses had been reduced from

£14m to £7m. Losses of £13.4m on disposals were reported.

Net debt at the year-end was £194m, up from £181m. Losses per share were 387.2p, against a restated 58.6p. Excluding the write-offs and losses on disposals, earnings per share were 0.2p (against losses of 15.4p for 1991). No dividend will be paid.

The write-offs - which do not affect the group's cash position - particularly relate to the Ted Bates agency, bought for £450m in 1986. Mr Scott said that £238m of goodwill remained on the books associated with the 1980s acquisitions.

Mr Scott said the group had reduced the number of staff on annual salaries of £150,000 and above from 300 to 250.

Mr Scott denied that British Airways - one of the group's most important global accounts - was considering swapping agencies. Some big US clients had chosen to spend relatively more of their marketing budgets on sales promotions than brand advertising.

Analysts are forecasting 1993 pre-tax profits of £24m.

Renault truck arm falls into the red

By David Buchan in Paris

RENAULT Vehicules Industriels, the French truckmaker, yesterday announced a FF1.62bn (\$267m) net loss for 1992. Turnover fell by 8 per cent with a 38 per cent drop in European sales in the second half.

Mr Jean-Pierre Capron, RVI president, said he hoped that balance might be restored in the second half of this year.

But as a measure of the depth of the recession into which the European truck market had now fallen, he said RVI's sales for both the last six months of 1992 and the first six months of this year would only total what the company had sold in the first half of 1990 alone.

The only bright spot was the relative success of the US subsidiary, Mack Trucks, in reducing its operating loss from \$185m in 1991 to \$145m last year.

The US company had been set the goal, in a recovering market, of returning to profit in 1994, Mr Capron said.

The group's FF1.62bn net loss follows a FF233m net profit in 1991, and includes FF612m worth of provisions to cover restructuring.

This will cut its French workforce by a further 1,248 jobs this year after 1,008 job losses in 1992 and a decision to end vehicle assembly in the UK.

Mr Shemaya Levy, director of RVI's European operations, said that from its 1989 peak of 311,000 truck sales, the European truck market would fall from 280,000 last year to 220,000 this year.

Last year, RVI held its fourth position among European truck makers, but its share fell from 10.5 per cent in 1991 to 9.2 per cent.

This resulted from the above-average decline in the French and Spanish markets where Renault is particularly strong, and the fact that the French truckmaker is still trying to expand in Germany, whose postal unification market last year accounted for 40 per cent of all sales in Europe.

"We have adjusted our production to a demand that almost vanished in the second half of last year," Mr Capron said.

"As a result, our operations dwindled to a level we had never experienced in the past and that generated considerably higher costs."

The coach and bus market declined much less than the more cyclical truck market, but French defence cuts reduced Renault's military turnover by 40 per cent.

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December, 1992

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INTERNATIONAL COMPANIES AND FINANCE

Carrefour beats recession with 10.6% increase

By Alice Rawsthorn in Paris

CARREFOUR, one of France's largest retailing groups, yesterday announced that it had overcome its problems in the first half of last year to produce a 10.6 per cent increase in net profits for the full year to FF1,330m (\$207m) in 1992 from FF1,210m in 1991.

The group which, like other French retailers, has been affected by the sluggish economic environment saw net profits fall in the first half of 1992. The news of the decline triggered the resignation of Mr Michel Bon who, as chairman, had orchestrated the company's expansion in the 1980s.

Carrefour continued to face difficult trading conditions in the second half of last year. However, it managed to increase sales by 16.7 per cent to FF1,171.4bn in 1992 from FF1,000.38bn in 1991. Euro-marché, the hypermarket group that Carrefour acquired in 1991, made a full-year's contribution to the 1992 figures but contributed for only six months in 1991.

The board proposed raising the dividend for 1992 to FF35, against FF32.5 in the previous year. Carrefour benefited from a profit of FF257m on the sale of its Pyrex subsidiary but also made a special charge of FF291m for writing off good-

will on the Euromarché deal.

Mr Jacques Fournier, who succeeded Mr Bon as chairman last autumn, has continued to sell off peripheral interests to raise capital for the group which is now investing heavily in new technology and stock control systems.

The French hypermarket sector, in which Carrefour is the leading player, has become increasingly competitive following last summer's deal in which Casino took over the Rallye chain and the transaction in December whereby Tesco, a force in UK food retailing, made the Gallic debut by buying the Cateau group.

Cartel probe into WestLB influence stepped up

By David Waller in Frankfurt

THE Bundeskartellamt, Germany's federal cartel office, has stepped up its investigation into the scope of Westdeutsche Landesbank's influence over Touristik Union International (TUI), Europe's largest tourist operator.

The Berlin-based cartel office has served an order on WestLB and a number of other German companies, seeking clarification of recent changes in the shareholding structure of Walter Kahn Verwaltungen, a holding company which owns 40.2 per cent of TUI.

The move is part of the Bundeskartellamt's long-standing investigation into WestLB's role in the German travel sector. WestLB, state bank for North-Rhine Westphalia, owns a 34 per cent stake in LTU, Germany's largest charter-flight operator, and last year bought a majority stake in Thomas Cook, the UK-based travel company.

The authorities are concerned that TUI may have come under the de facto management control of LTU/WestLB as a result of changes in the shareholding structure of Walter Kahn. WestLB already exercises influence on TUI via its majority holding in the Herten retail group, which owns an indirect 25 per cent stake in TUI.

If this were so, there would be competition implications for the German travel market, the Bundeskartellamt believes. Mr Jürgen Eickler, Kartellamt spokesman, said the information order had been sent to the Südwestdeutsche Landesbank, state bank for Baden-Württemberg and also a shareholder in Walter Kahn, as well as WestLB and TUI.

The move follows the cartel office's decision last December to reopen investigations into WestLB's purchase of its stake in Herten in 1991. This investigation was later blocked by the Berlin courts.

WestLB said yesterday that it neither had control of TUI nor sought to win it. Its stake in Walter Kahn was only 16.77 per cent, the bank said.

Four KIO executives in US to go

By Robert Peston, Banking Editor

THE KUWAIT Investment Office, the international investment arm of the gulf state, has made redundant the four executives who have run its \$2bn US property operations for the past decade.

Mr Ali-Rashid al-Bader, chairman of one of the world's powerful investors with a portfolio worth around \$20bn, said the four executives, led by Mr Michael Puglisi, had been made redundant in a "cost-cutting programme".

The four - who include Mr Richard Della Pietra, Mr Richard Battista and Mr Luis Pomponio - were executives of

Fosterlane Holdings, a KIO-owned US company. Their departure follows Mr Saleh Al-Zouman's appointment in January as chairman of Fosterlane's management company.

Kuwait is one of the 20 biggest investors in US properties. Most of its properties are owned by a network of companies controlled by Fosterlane.

It has maintained a veil of secrecy over its US properties. Tenants often have no idea buildings are owned by the KIO. But it has invested around \$3bn in US properties, often in partnership with Mr Gerald Hines, the US property investor. It controls well-known US buildings, including New York's "Lipstick

Building", at the corner of 53rd street and 3rd Avenue, Chase Manhattan's offices at 350 Park Avenue, 101 California in San Francisco, and the Dallas Galleria. It also owns 40 per cent of the General Motors Building in New York.

The four departing executives are understood to have three-year contracts and will continue to receive their salaries, estimated at more than \$1m a year in aggregate, for that period.

Mr al-Bader said their departure reflected a basic change of approach by the KIO in managing its property portfolio. Rather than expand this portfolio, the KIO would realise investments when it could.

He said that this was part of its new worldwide investment strategy, which aims to convert illiquid investments, such as property, into more liquid holdings, because the costs of the 1991 Gulf war depleted the KIO's liquid reserves.

An executive with a close knowledge of the KIO said St Martins Property Corporation, the KIO's UK property company, was likely to make substantial property disposals. St Martins owns London Bridge City, one of the biggest Thameside developments in London.

Mr al-Bader added there could also be redundancies at the KIO's London headquarters, although no decision had been taken.

Olivetti joins communicator group

By Alan Cane

OLIVETTI, Europe's largest maker of personal computers, is to become the European partner in an international strategic alliance seeking to exploit the nascent market for "personal communicators".

The company is taking an equity stake in EO, a Silicon Valley start-up company which is marketing personal communicators in the US. The other members of the alliance are AT&T, the US telecommunica-

tions group, Matsushita of Japan, the world's leading consumer electronics company, and Marubeni, a leading Japanese trading company. Each member of the alliance has invested about \$10m in EO.

The alliance has been seeking a European business partner since late last year when it announced availability in the US of its first personal communicators which combine the functions of a cellular telephone, facsimile machine and pen-operated computer.

The device communicates over digital radio telephone cir-

cuits which are already available in the US and will be operational in the UK and Europe later this year. EO communicators cost between \$1,999 and \$3,299 in the US; UK pricing has not yet been announced but is likely to be about £1,500 (£2,188) for a basic model.

Mr Corrado Passera, Olivetti managing director, said it was a small investment for Olivetti in a market expected to grow explosively. World demand has been estimated at 1m customers next year, growing to 100m by 2000, equivalent to \$20bn in annual hardware sales.

UK motor parts group up 53%

By John Griffiths in London

BBA, the UK motor components group, reaped the full benefit of cost-saving measures with a 53 per cent increase in pre-tax earnings last year.

BBA's group pre-tax profit of £47.4m (\$67.3m) in the year to December 31, up from £30.9m, was earned after exceptional items and on turnover of £1.32bn, up from 1991's £1.25bn. Profit before tax and exceptional items was 23 per cent higher, at £30.3m against £24.9m. The final dividend was 5.25p to make an unchanged total of 7.5p.

Lex, Page 14

Bid by Spanish bank to sell network delayed

By Tom Burns in Madrid

A BID by Banco Central Hispano, the big Spanish commercial bank, to sell its main nationwide subsidiary network to Banque Nationale de Paris has been delayed indefinitely, a spokeswoman for BCH said yesterday.

BCH, however, denied press reports that the French bank had pulled out of protracted negotiations to acquire the 168-branch Banco de Fomento in a deal that has been valued at up to Ptas47bn (\$396m). "The talks are on standby," the spokeswoman said.

The delay is a blow for the Spanish bank's attempts to streamline its business and boost its liquidity following disappointing 1992 results. Fueling the BCH's discomfort is the fact that Germany's Deutsche Bank, which had expressed interest in Fomento at an earlier stage, last week acquired Banco de Madrid, the subsidiary network owned by Banesto, a rival domestic commercial bank.

BCH, posted a 22 per cent drop in net profits last year to Ptas52.6bn despite a sharp increase in extraordinary income from disposals.

Trygg-Hansa swings into deficit

By Christopher Brown-Humes in Stockholm

TRYGG-HANSA SPP, the leading Swedish insurance group, swung to a SKr5.2bn (\$682m) loss in 1992 from a SKr531m profit a year earlier after suffering more than SKr6bn in losses through its exposure to three bankrupt Swedish companies.

The group had large holdings in Gota AB (the holding company for Gota Bank) and two collapsed credit insurers, Svenska Kredit and International Credit, which were written down to zero at a total cost of SKr6.03bn.

It also suffered from a nega-

tive reinsurance result and a further drop in property values. As a result, the company scrapped its dividend after paying out SKr4 per share in 1991.

The insurance result halved to SKr500m from SKr1.01bn, even though premiums rose 14 per cent to SKr6.53bn.

The group blamed its reinsurance operations for the fall, saying the impact of Hurricane Andrew and credit losses caused a reinsurance deficit of "several hundred million krona," compared with a SKr28m profit in 1991.

The group is to cut its reinsurance business by 50 per cent this year, sharply reducing its catastrophe exposure

but also reducing its activity in a number of European markets and business areas. In 1992, reinsurance premiums totalled SKr2.5bn.

"We have made this move because we do not regard reinsurance as a core business and it was becoming too costly to buy retrocession protection," said Mr Lars Pihlgren, head of Trygg's reinsurance and marine operations.

A consolation for the group was the revival in share prices towards the end of the year, which pushed up the group's solvency margin to 134 per cent at the year end from 110 per cent at the eight-month stage.

Hillsdown takes £92m charge

By Maggie Urry in London

HILLSDOWN Holdings, the UK meat processors, yesterday announced a £92.3m (\$131.06m) extraordinary provision to cover a wide-ranging reorganisation. Group pre-tax profits fell 17.6 per cent to £154.1m.

However, Hillsdown said that in spite of the "disappointing" results it was maintaining the dividend at 8.8p.

Hillsdown said it was closing its property trading business with immediate effect, and had decided to accelerate the reduction in its red meat activities.

Lex, Page 14; Details, Page 21

Freia Marabou records increase to Nkr534m

By Karen Fossell in Oslo

FREIA Marabou, Scandinavia's leading chocolate, sugar confectionery and snacks producer, reported a 4.5 per cent increase in 1992 pre-tax profit to Nkr534m (\$75.82m) from Nkr512m in 1991, despite weaker sales.

Last autumn, Kraft General Foods International paid \$1.5bn in a friendly takeover of Freia, but approval by the Norwegian authorities is not expected until the beginning of April.

Freia's sales slipped last year to Nkr5.38bn from Nkr5.40bn

as operating costs dipped to Nkr4.62bn from Nkr4.63bn. Investments reached a record Nkr629m in 1992 against Nkr468m in 1991.

Group operating profit slipped to Nkr520m in 1992 from Nkr548m in 1991. Net financial items showed a substantial improvement from a loss of Nkr36m in 1991 to a gain of Nkr74m last year. Freia attributed the improvement to earnings from sales of shares, currency gains and increased interest income derived from restructuring of the biscuits sector.

Atlas Copco buys tunnel boring unit

By Christopher Brown-Humes

ATLAS COPCO, the Swedish industrial and engineering group, has strengthened its position within rock excavation technology by buying Robbins Company of the US, the world's largest supplier of hard rock tunnel boring machines.

The acquisition, on undisclosed financial terms, will result in Robbins becoming part of the Atlas Copco Rocktech Division.

Mr Michael Treschow, Atlas Copco president, said the deal emphasised the company's commitment to rock excavation technology and expanded its product range. It also assisted the company's goal of becoming the world's leading company within its specialist areas of business.

Robbins is based in Kent, Washington, and has annual revenues of \$70m. The company played a leading role in the development of tunnel boring machines.

It supplied five of the 11 tunnel boring machines being used in the Channel tunnel project between England and France.

"Atlas Copco brings the capital necessary to accelerate the rate of our technological developments," said Mr Richard Robbins, president and chief executive of Robbins.

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Hejka Michna, Inc.

GE's Tungsram posts third consecutive annual loss

By Nicholas Denton
in Budapest

TUNGSRAM, the Hungarian light bulb group in which General Electric of the US has a 75 per cent stake, plunged to a \$19bn (\$104m) loss in 1992 and will remain unprofitable this year.

This is the third consecutive loss for the group, and the biggest in Hungarian corporate history. It represents a 70 per cent increase on the loss for the previous 12 months.

GE acknowledges the need for a further injection of capital on top of the \$350m it has invested in the venture. The injection would cover accumulated losses, provide cash for operations and cut debt. Losses in the past two years total \$14.3bn, using international accounting standards.

General Electric might be obliged to buy out the minority shareholding of Hungarian Credit Bank. The state-owned bank is unhappy with the partnership and needs resources to cope with its own financial difficulties. But the US company said yesterday speculation on a buy-out was premature.

Mr Charles Pieper, chief executive officer of Tungsram and GE Lighting Europe, blamed the deficit on growing borrowings, a write-off of inherited Russian trade debts and restructuring costs.

Tungsram announced a further 900 redundancies out of its shrunken workforce of 10,200. General Electric paid \$150m for an initial 50 per cent of previously state-owned Tungsram in 1990, creating the first sizeable western joint venture in eastern Europe and a sym-

bol for the region's economic opening. Tungsram was regarded as a rare Hungarian industrial jewel, possessing corporate pride and about 6 per cent of the western European light bulb market.

Tungsram has doubled forint sales in western Europe since 1989. GE has also secured dramatic improvements in productivity in Hungary and has capitalised on the quality of local research workers.

But Tungsram has not been insulated from eastern Europe's economic crisis. To bear down on inflation, the Budapest government has maintained exchange and interest rates which are painfully high for exporters such as Tungsram. Sales in the former communist countries have fallen 90 per cent with the collapse of the Comecon bloc.

Westpac to trim its operations in Asia

By Kevin Brown in Sydney

WESTPAC, the troubled Australian banking group, said yesterday it planned to dispose of many of its Asian operations in a restructuring of its global activities.

Westpac is to sell branch operations in Seoul and Taipei, a joint-venture interest in Jakarta, and finance businesses in Indonesia, Taiwan, Hong Kong, Thailand, Malaysia and Singapore. Its six US offices will be consolidated into the New York office.

The group will focus on corporate banking and global financial market operations in Australia, New Zealand, the US, Europe, Japan, Hong Kong and Singapore.

It said the remaining Asian businesses would focus on servicing Australian corporations, foreign companies operating in Australia and New Zealand and participants in financial markets. Westpac has already repositioned its European business to concentrate on similar activities.

Mr Robert Joss, the American banker appointed managing director last month, said its Asian banking and finance interests had been profitable, but were no longer central to the bank's objectives.

Mr Joss said the bank's global strategy "should be to concentrate on those businesses in which we have a clear competitive advantage and which offer significant prospects for growth".

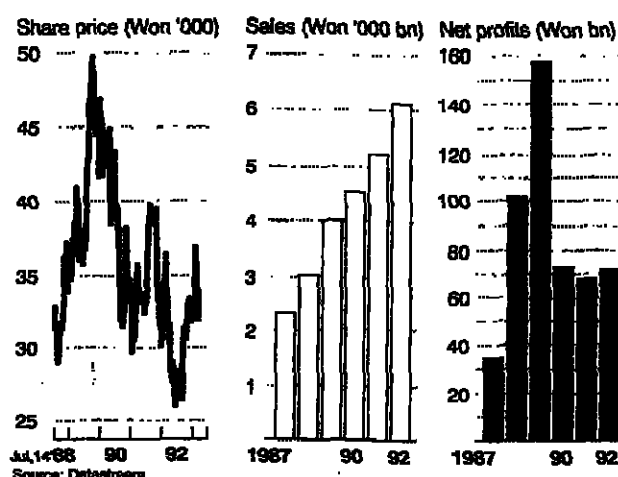
The restructuring follows Westpac's abandonment of its 1980s strategy of offering a full range of banking services in the main global markets.

Westpac has suffered a series of reverses recently, climaxing in a record loss of \$1.5bn (\$81.06bn) for the year to September, after writing off bad debts of \$2.6bn and an unexpected US tax liability of \$106m. Five directors, including the then-chairman, resigned last year.

A question of duty for Samsung

Electronics group awaits key US decision on tariffs, writes John Burton

Samsung Electronics



Source: Datastream

made by the end of next month. The US action follows a decision by the EC last year to apply a self-regulating pricing policy to Korean chipmakers after the EC threatened to impose dumping duties. Samsung is increasing semiconductor shipments to south-east Asia in response to the trade problems with the US and Europe.

Samsung is the world's fifth-largest producer of memory chips and the biggest producer of D-Ram chips, which account

heavy research and capital expenditures, which total more than \$1bn annually. Its 1992 research and development budget of Won460bn was the biggest among Korean companies, with almost half devoted to semiconductors.

The ambitious R&D effort has paid off with the recent development of what was claimed to be the world's first laboratory model of the 64M D-Ram chip. It also spent Won740bn last year to build a production line for 16M D-Ram

chips at a Texas Instruments plant in Portugal, while it plans to make semiconductor manufacturing equipment in a joint venture with Dainippon Screen of Japan.

Analysts believe that improved prospects for consumer electronics and telecommunications might balance a possible profit fall for semiconductors.

The consumer electronics division is cutting manufacturing costs by moving facilities to low-wage countries, with the production of microwave ovens in Malaysia, refrigerators in the Czech Republic and VCRs in China.

The depreciation of the Korean won has helped increase exports of consumer electronics to south-east Asia and Latin America, which are emerging as new markets as sales slow in the US and Europe. Domestic demand is also expected to expand this year as the economy recovers to an estimated growth rate of 6 per cent.

Public procurement of telecommunications equipment, such as Samsung's telephone exchanges, is also expected to rise this year with the installation of a new cellular telephone system.

But Samsung is likely to suffer continuing losses in its personal computer business due to fierce competition and price-cutting in this sector.

The group's strategic importance to South Korea may force the government to support it with increased subsidised loans and other aid for research and investment if dumping duties seriously threaten profits

for 70 per cent of its integrated circuit production.

The group's strategic importance to South Korea as one of the country's few competitive high-technology companies and its second-biggest listed company may force the government to support it with increased subsidised loans and other financial aid for research and investment if the dumping duties seriously threaten profits.

Earnings are already under pressure due to the company's

chips and modernise consumer electronics factories. But R&D and capital spending increased its debt/equity to an estimated 320 per cent last year.

The looming challenges confronting Samsung Electronics forced a management reorganisation in December, with the company's four previously autonomous divisions being placed under the direct control of a new president, Mr Kim Kwang-ho, who was formerly head of the semiconductor division. The management consoli-

PepsiCo buys into Hungary

By Nicholas Denton

PEPSICO, the US food and drink group, yesterday acquired FAU, a leading Hungarian soft drink company, and said it would invest \$115m in the Budapest area over the next five years.

The US group took a 79 per cent interest for an undisclosed sum in FAU, which had previously produced Pepsi products under licence for the Budapest

area. This is the first time that Pepsi has taken an equity stake in one of the bottlers and distributors of its products in eastern Europe.

The acquisition of FAU's four plants is part of the broader drive by Pepsi to regain market leadership in Hungary from Coca-Cola and maintain its position in eastern Europe ahead of its rival. Pepsi plans to increase production capacity and boost output

of soft drinks in plastic bottles.

Pepsi said yesterday it was also interested in acquiring the state-owned Pepsi franchise operations in Hungarian regions outside Budapest.

Pepsi's plans for Hungary are part of a wider investment in eastern Europe amounting to "close to \$1bn", according to Mr David Jones, president of Pepsi-Cola International's Eastern Europe division.

Haeco profits rise 21% to HK\$387m

By Simon Holberton
in Hong Kong

HONG KONG Aircraft Engineering Company (Haeco), a Swire Pacific group company which holds the monopoly on commercial aircraft maintenance and engineering in the colony, yesterday posted a 21 per cent rise in net profits for 1992 to HK\$387.9m (US\$50m), from HK\$320.6m in 1991.

The profits were struck on a 16 per cent increase in turnover to HK\$3.2bn, from HK\$2.8bn.

The company said there had been good use of its airframe maintenance facilities and increased activity in its overhaul division.

Mr Peter Sutcliffe, chairman, said the volume of work passing through Haeco was expected to be satisfactory during 1993.

To maintain competitiveness, the company was focusing on improvements in productivity and a drive to improve quality, he said.

These measures were expected to produce an acceptable result in 1993, despite high inflation in Hong Kong.

Haeco is 51.35 per cent owned by Swire Pacific and 25.04 per cent owned by Cathay Pacific, the main customer for its services.

DOMUS MORTGAGE FINANCE NO 1 plc
£100,000,000
Mortgage Backed Floating Rate Notes
due 2014

In accordance with the conditions of the Notes, notice is hereby given, that for the three month period 8 March 1993 to 8 June 1993 the Notes will carry a rate of interest of 6.35 per cent per annum with a coupon amount of \$1600.55.

CHEMICAL
As Agent Bank

3i Group plc
\$125,000,000
Guaranteed Floating rate notes 1997

For the three months period 8 March 1993 to 8 June 1993, the rate of interest has been determined by S G Warburg & Co. Ltd at 6.375 per cent per annum.

Interest payable on 8 June 1993 will be \$160.68 per \$10,000 note and \$1,606.85 per \$100,000 note.

Agent: Morgan Guaranty Trust Company
JPMorgan

Nationwide
\$250,000,000
Floating rate notes 1995

Notice is hereby given that the notes will bear interest at 6.0475% per annum from 8 March 1993 to 8 June 1993. Interest payable on 8 June 1993 will amount to \$152.44 per \$10,000 note and \$1,524.40 per \$100,000 note.

Nationwide Building Society
Agent: Morgan Guaranty Trust Company
JPMorgan

Notice to the holders of
AUTOBACS SEVEN CO., LTD.
(the "Company")

Warrants
to subscribe for shares of common stock of Autobacs Seven Co., Ltd. issued with
U.S. \$100,000,000
4% per cent. Guaranteed Bonds due 1995
(the "Warrants A")
and
Warrants
to subscribe for shares of common stock of Autobacs Seven Co., Ltd. issued with
U.S. \$100,000,000
3 per cent. Guaranteed Bonds due 1996
(the "Warrants B")

Pursuant to Clause 3 (xiv) of each of the Instruments dated 28th February, 1991 and 12th March, 1992 (the "Instruments"), relating to the Warrants A and B, notice is hereby given as follows:

In accordance with the resolution of the Board of Directors of the Company adopted at the meeting held on 27th January, 1993, the Company will make a free distribution of shares of its common stock (the "Shares") to its shareholders of record as of 31st March, 1993 by way of stock split in the ratio of 1.1 Shares for each Share held. Consequently, each of the Subscription Prices (as defined in the respective Instruments) of the Warrants A and B will be adjusted, effective as of 1st April, 1993 (Japan time), in the manner as set forth below pursuant to Clause 3 (i) of each of the Instruments:

1. Warrants A:
Subscription Price before adjustment: Yen 8,897.90
Subscription Price after adjustment: Yen 8,089.00

2. Warrants B:
Subscription Price before adjustment: Yen 9,054.20
Subscription Price after adjustment: Yen 8,231.10

The Daiwa Bank, Limited
on behalf of
AUTOBACS SEVEN CO., LTD.

10th March, 1993

Which Swiss bank held the key to M&A in Europe in 1992?

LEAGUE OF FINANCIAL ADVISERS ON CROSS-BORDER EUROPEAN DEALS JANUARY - DECEMBER 1992		
Adviser	Value £m	No of deals
1 S G Warburg (4*)	4,465	24
2 Goldman Sachs (1)	4,129	28
3 Lazard Houses (5)	3,808	22
4 Swiss Bank Corporation (19)	3,587	9
5 J P Morgan (10)	3,103	12

* 1991 ranking

Source: Acquisitions Monthly

In 1992 Swiss Bank Corporation confirmed its position as a leading financial adviser in European Mergers and Acquisitions and was ranked among the top four investment banks by Acquisitions Monthly. Swiss Bank Corporation acted in 30 deals across Europe and 40 deals worldwide, with a total value of approximately US\$13,000,000,000, including acting as sole adviser to Elsevier NV in its merger with Reed International plc - the year's largest European cross-border deal. Our industry specialisation and local market expertise held the key to our success in 1992 - and hold the key to yours in 1993.



The key Swiss bank

YOUR DAILY BUSINESS BRIEFING

Notice of Adjustment to Conversion Price

DAEWOO
Daewoo Electronics Co., Ltd.
(the "Issuer")
U.S. \$50,000,000
3 3/4% Convertible Bonds Due 2007
(the "Bonds")

Convertible into Shares of Common Stock of the Issuer ("Common Shares")

Notice is hereby given to holders of the Bonds that, following the Dividend in shares by the Issuer of the Common Shares on the basis of 0.02 per Common Share. The Issuer announced on March 2, 1993 that the Conversion Price of Won 9,950 per Common Share has, in accordance with the Trust Deed dated November 4, 1992 constituting the Bonds, been adjusted to Won 9,267 per share with effect from January 1, 1993.

By: The Chase Manhattan Bank, N.A.
London, Principal Paying and Conversion Agent
March 10, 1993

CHASE

NOTICE TO THE HOLDERS OF

ITOMAN

ITOMAN CORPORATION

(Formerly Itoman & Co., Ltd.) (the "Company")

U.S.\$200,000,000

5 1/2 per cent. Guaranteed Bonds 1994
(the "Bonds") and Warrants issued
therewith to subscribe for shares
of common stock of the Company
(the "Warrants")

Further to the notice given on 16th November, 1992 and pursuant to Clauses 4(A) and 6(C) of the Instrument dated 20th September, 1990 and the rules of the Luxembourg Stock Exchange, notice is hereby given that the Company entered into a merger agreement with Sumikin Bussan Kaisha, Ltd. ("Sumikin Bussan") on 30th November, 1992 (Japan time, the same is hereinafter applicable) under which the Company shall be merged into Sumikin Bussan.

The merger agreement was approved by general meetings of shareholders of both companies on 10th February, 1993. Pursuant to the merger agreement, all rights, obligations, assets and business of the Company (including all the obligations of the Company under the above-captioned Bonds and Warrants) will be transferred to Sumikin Bussan on 1st April, 1993 subject to the commercial registration of the merger being made with the appropriate Legal Affairs Bureau under the Commercial Code of Japan. Such registration is expected to be made in June 1993, whereupon the Company will be dissolved. The Company has received approval for the merger from The Bank of Tokyo Trust Company, as Trustee in respect of the above-captioned Bonds, pursuant to the Conditions of the Bonds.

As of 1st April, 1993 the Instrument constituting the Warrants will be modified so that the holders of the Warrants will be entitled from 1st April, 1993 to subscribe, upon exercise of the Warrants, for shares of common stock of Sumikin Bussan at the adjusted subscription price of Yen 6,410 per share (at present Yen 1,282 per share of common stock of the Company). However, such new shares will not be issued until the commercial registration mentioned above has taken place.

There will be no stamping nor exchange of the Bonds and Warrants, which remain listed on the Luxembourg Stock Exchange under the former denomination followed by the new denomination.

ITOMAN CORPORATION
By: The Sumitomo Bank, Limited
London Branch
(as the Principal Paying and
Warrant Agent)

Dated 10th March, 1993



SPHERE DRAKE INSURANCE

RESULTS FOR 1992

The Directors are pleased to announce the results for the 12 months to 31st December 1992.

	1992	1991
	£000	£000
Net written Premium	191,364	169,861
Profit before Tax	10,093	(1,790)
Profit after Tax	10,206	(1,914)
Total Assets	439,624	328,621
Shareholders' Funds	75,425	51,219

Sphere Drake Insurance p.l.c.
52-54 Leadenhall Street, London EC3A 2BJ.
Tel: 071-480 7340 Telex: 935015 Fax: 071-481 3828

INTERNATIONAL COMPANIES AND FINANCE

The Pru leads the line as bondholders join battle

Nikki Tait reports on the furore surrounding Marriott's demerger plans

THE SIGHT of The Prudential, one of Britain's largest institutional investors, rampaging through the UK corporate arena is familiar enough. It features less frequently on the US stage.

But a furore over plans by Marriott Corporation of the US to divide itself into two separately-quoted companies has pushed the Pru - via PPM America, its Chicago-based fund management arm - into the limelight.

The battle lines were drawn last October, shortly after the Maryland-based lodging and food services group had announced plans to spin off its financially-healthy hotel operations from its troubled property business.

Under this "demerger" scheme, Marriott would place its lodging business, together with its food and facilities management operations, in a new company, to be called Marriott International. Shareholders would receive shares in the new company pro rata to their existing holdings in Marriott Corp. and Marriott International would be quoted in New York.

This would leave the existing company - to be renamed Host Marriott - holding most of the group's property assets and its airport and toll-road concessions. Host Marriott would also be saddled with the bulk of the group's long-term

debt, totalling about \$3bn.

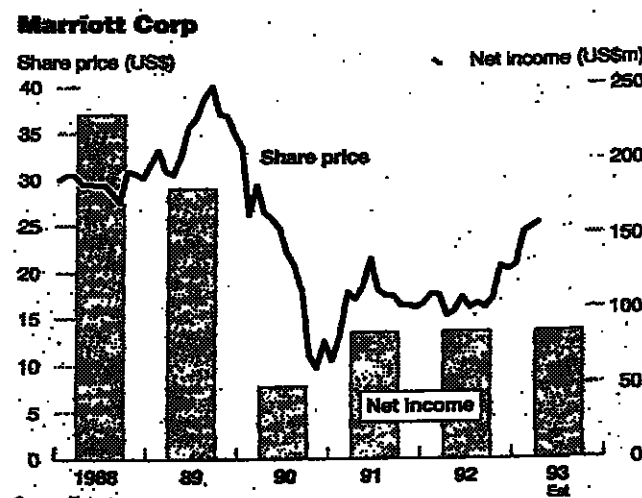
From the company's viewpoint, the scheme's advantages were plain. Marriott's management businesses, freed from the debt burden and the overhang of property assets which had proved hard to sell, could power ahead more aggressively as the recession ended.

Not surprisingly, Marriott Corp's shares took heart. Having fluctuated around \$15 to \$17 for much of 1992, the stock rose by more than \$2 to \$19 1/2 on the news, and yesterday morning stood at \$25 1/4.

But if shareholders - who still include the Marriott family with about a quarter of the equity - had reason to smile, Marriott Corp bondholders were less fortunate. Analysts noted that Host Marriott would have debt of \$2.9bn and a debt-capital ratio of 92 per cent. It would hold unsold property assets, the value of which could be affected by the vagaries of the US property market. The adequacy of the cash-flow coverage at Host Marriott was also questioned.

Credit-rating agencies shivered. Moody's moved Marriott's existing debt securities from investment to non-investment grade rating, and Standard & Poor's put them on "credit-watch". Bond prices plunged.

In December, some of the bondholders - led by PPM -



sued. Their action related directly to a \$400m sale of debt securities by Marriott in early 1992, and alleged the company knew the spin-off plan was being prepared even as it was selling the new notes.

A part from PPM America - acting on behalf of Jackson National Life Company, the Pru's US life-insurance subsidiary - 14 institutions were named as plaintiffs. Together, they claimed "the market value of the shareholdings of the Marriott family increased more

than \$47m," as a result of the plan, "while the aggregate value of the plaintiffs' notes declined in excess of \$35m".

Then, in late-December, Marriott announced it was talking to several bondholders, represented by Goldman Sachs, in the hope of "advancing the company's objectives" while making the deal more attractive to investors.

It is these talks which Marriott now says are close to a resolution. Details of the impending agreement have not been released, but it seems likely the pact would involve

shifting a larger portion of the debt to Marriott International and, perhaps, enlarging the \$500m credit facility that Marriott International would provide to Host Marriott.

The problem is that the lengthy negotiations have resulted in a split in bondholders' ranks.

Goldman bondholders have been negotiating with Marriott, the PPM America group has been preparing to litigate over the demerger scheme - and, so far, the "litigating" bondholders do not like what they have heard about the proposed deal.

"Without being specifically aware of the proposed settlement terms, my general understanding is that it doesn't respond to our requirements," says Mr John Stark, PPM America's general counsel.

Mr Stark is quite clear what PPM wants. First, it is seeking to restore the bonds' credit quality (so a re-rating from single B to triple B); second, it wants the bonds to return to their "full trading value". For the latter demand to be satisfied, Mr Stark claims the bonds would need to trade at around 115; the likely Marriott-Goldman deal, he argues, would barely return them to par.

Meanwhile, S&P's made clear on Monday that although a transfer of between \$350m and \$700m of debt from Host Marriott to Marriott International might improve the bond ratings, it would be unlikely to lift them from a "low to mid-speculative grade".

PPM has a broader point to make, arguing that dangerous precedents, eroding bondholders' protection, are being set, and this could be part of a worrying trend. It points to recent prospectuses for debt offering from Lockheed and Tiphook. These included a clause saying the company's covenants to bondholders might have "limited, if any applicability, in the event of a highly-leveraged transaction or leveraged buy-out initiated or supported by the company".

Such language, PPM notes, is either new in investment grade offerings or, at the very least, more prominently presented. The Securities and Exchange Commission says it knows of no recent rule change which might have triggered the new language, although full disclosure is an age-old policy.

Posturing is a familiar feature of US corporate wrangles. But, so far, everyone is sticking to their guns. PPM America says it plans to file an expanded suit against Marriott this week, alleging fraudulent conveyance. Marriott is seeking to have the litigation dismissed next month, and is sticking to its mid-1993 timetable for the demerger. Battle has been joined.

Heinz shares slip on revised earnings-per-share forecast

By Nikki Tait in New York

SHARES in H.J. Heinz, the Pittsburgh-based food group, dipped by 1 1/2 to \$43 yesterday morning after the company warned that earnings per share in the year to end-April would total about \$2.50.

Analysts, guided by the company, had been predicting around \$2.60 until recently.

The company blamed the reduced earnings forecast on "dramatic currency fluctuations caused by the withdrawal of the UK and Italy from the [exchange rate mechanism of the] European Monetary System, sustained marketing expenditures in certain select markets, and unusually

adverse weather conditions affecting Weight Watchers meeting operations."

In the previous 12 months, it saw after-tax profits of \$638.3m and earnings per share of \$2.40. Profits in 1991-92, however, were lifted by a pre-tax gain of \$221.5m, resulting from the sale of the Hühner business.

The revised earnings prediction implies a 30 per cent increase in fourth-quarter earnings per share and would still leave the company's profits at an all-time high.

It came as Heinz posted after-tax profits of \$162.3m in the third quarter to January 27, against \$115.3m in the same period of 1991-92. Sales increased to \$1.77bn from

\$1.62bn and earnings per share rose from 43 to 62 cents.

Heinz attributed the third-quarter improvement to the 9 per cent increase in sales, of which 3 per cent came from volume gains, 2 per cent from price increases, and 7 per cent from the acquisition of the Wattle business in New Zealand; the benefits of a restructuring programme last year; and a reduced tax rate. The tax charge in the third quarter was \$85m (\$65.8m).

The third-quarter results, however, still leave after-tax profits for the first nine months of the year down to \$460.3m, from \$492.6m a year ago. Sales stood at \$5.07bn, compared with \$4.71bn.

CNBC targets Europe and Asia for expansion

By Raymond Snoddy

CNBC, the NBC cable television channel that specialises in business news, is planning to expand in Europe and eastern Asia.

The 24-hour channel carries around 12 hours a day of programmes devoted to Wall Street, supplemented by consumer and other news.

Several individual CNBC programmes are already broadcast to Europe on Super Channel, the pan-European channel which claims it is available in around 50m homes. CNBC is expected to announce today significant expansion of programming carried on Super Channel.

CNBC, available in 48m homes in the US, is also considering significant expansion in Asia by joining a satellite system there.

The CNBC move is the latest example of US cable television programmers expanding overseas, particularly Europe.

This week, Turner Broadcasting said it was launching its Cartoon Network and Turner Network Television in Europe on the Astra satellite, while Viacom said recently that it was introducing its Nickelodeon channel to Europe in a joint venture with British Sky Television.

Dell PC sales surge 117% in final period

By Louise Kehoe in San Francisco

DELL Computer, the US personal computer manufacturer, yesterday unveiled its fourth consecutive quarter of sales growth in excess of 100 per cent.

Net income for the fourth quarter more than doubled to \$31.3m, or 77 cents per share, from \$15.4m, or 41 cents, while Dell reported sales of \$620.3m, a rise of 117 per cent on \$285.7m in the same period last year. International sales rose 103 per cent to \$242m in the fourth quarter.

"This has been an excellent quarter and a banner year for Dell," said Mr Michael Dell, chairman and chief executive.

"We doubled our annual revenues to \$2bn, more than doubled our market share and emerged as the third-largest IBM-compatible personal computer company in the world."

Net income for the year rose to \$102m, or \$2.59, up from \$51m, or \$1.40 in fiscal 1992.

Dell sells personal computers direct to users, by-passing dealers and retailers. Sales to corporate, government and education accounts increased 133 per cent to \$302m in the fourth quarter of fiscal 1993, compared with \$130m in the same period in the previous year. Sales to small to medium-sized businesses and individuals rose sharply to \$248m, up 128 per cent.

Du Pont speeds up phase-out

DU PONT, the US chemicals group, is accelerating the phase-out of chlorofluorocarbon production in developed countries by one year to the end of 1994, Reuters reports from Wilmington.

Du Pont said in 1988 it would phase out CFC production as soon as possible. Since then, it said, alternative technologies had been developed, adequate supplies of alternatives were available, and atmospheric measurements continued to confirm that ozone losses will

increase. Refrigeration and air conditioning account for almost half of CFC use. About 80 per cent of the refrigerants Du Pont sells are used to service existing equipment.

Existing systems originally designed to use CFCs cannot use any known alternatives as a direct, drop-in replacement without modification or redesign.

Du Pont said it expected there would be sufficient alternatives capacity worldwide for the transition.

Meet Sonic the Hedgehog. The new Golden Boy of the Paris stock exchange.



On the 10th March 1993 Sega Enterprises Ltd lists its shares on the Paris stock exchange.

Being both inventive and dynamic, Sonic the Hedgehog (Sega's most successful video game character) is quite like his creator, Sega Enterprises Ltd. Indeed, Sega's creativity is enjoyed everyday throughout the world by millions of people.

More than 40 years of experience, and technological expertise as well as a very productive Research and Development Department has allowed Sega to become one of the worldwide leaders in high-tech interactive entertainment.

From the 10th of March this phenomenon will be appearing on the Paris Bourse.

The prospectus which has received the visa N° 93-090 of the Commission des opérations de Bourse dated 25 February 1993, is available at the office of Nomura France, 19-21, rue de Pontieu, 75008 Paris.

SEGA

ENTERPRISES LTD

Notice of Early Redemption

Chevron Corporation

U.S. \$300,000,000

8 1/2% U.S. Dollar Bearer Notes of 1986/1996

NOTICE IS HEREBY GIVEN that pursuant to Condition 4 of the Notes, the Corporation will redeem all of the Notes at a Redemption Price of 101 1/2% of their principal amount on the next interest payment date, 15th April, 1993, when interest on the Notes will cease to accrue. Payment of the Redemption Price will be made upon presentation and surrender of the Notes, with all unexpired coupons attached, at the offices of any of the Paying Agents listed below.

Bankers Trust Company 1 Appold Street, Broadgate London EC2A 2HE, England	Bankers Trust Company 12-14 Rond-Point des Champs Elyées 75386 Paris, Cedex 08, France
Banque Indosuez Belgique S.A. Place Sainte-Gudule 14 1000 Brussels, Belgium	Bankers Trust GmbH Bockenheimer Landstrasse 39 6000 Frankfurt/Main 1, Germany
Banque Indosuez Luxembourg 39 Allée Scheffer L-2520 Luxembourg	Swiss Bank Corporation Aeschenvorstadt CH-4002 Basel, Switzerland

Accrued interest due on 15th April, 1993 will be paid in the normal manner against presentation of Coupon No. 7, on or after 15th April, 1993.

Bankers Trust
Company, London
10th March, 1993

Agent Bank

RUSSIA

Company sells obligations of:

MEDEXPORT
SELKHOZPROMEXPORT
SOYUZPROMEXPORT
OTHER COMPANIES

Serious Buyers Reply in Confidence to:

P.O. Box 4563
New York, New York 10185
U.S.A.

COMPANY NEWS: UK

Glynwed's £33m fails to impress City

By Paul Cheeseright,
Midlands Correspondent

GLYNWED International, the diversified Midlands engineering group, yesterday reported a 30 per cent increase in pre-tax profits to £33.1m for 1992. However, the figure was widely expected in the City and it failed to impress the stock market.

The shares, which last week climbed 26p to 291p, were firm immediately after the announcement but a reaction followed and, in moderate trading, they fell 7p on the day to close at 283p. That valued the group at £580m.

For the second year running Glynwed failed to cover its maintained dividend.

Mr Gareth Davies, chairman, who promised that "our fortunes are on the turn", made no apology: "We did not feel it right to cut when profits are rising," he said.

Earnings per share were 10.95p (8.43p) and a final dividend of 7.5p makes an

unchanged total of 11.65p for the fourth year running. A fall in turnover to £906.4m (£949.9m) largely reflected lower than average metal prices. However, there was a 10 per cent rise in operating profits to £44.8m while a cut in interest charges to £11.7m (£15.4m) gave an added boost at the pre-tax level.

Glynwed's fortunes are now showing the same pattern of recovery that they did after the 1990s recession.

The nadir of its fortunes in the current recession was in 1991. But trading conditions remained difficult and Mr Davies attributed the profits recovery, approaching the level of 1986, to reductions in operating costs and increased competitiveness.

He warned that "it will certainly not be before the second half of the year that the benefit of interest rate reductions, and any other economic stimulus, can be expected to have any worthwhile impact on our results."



Smiles all round: Gareth Davies (centre) with managing director Bruce Ralph (left) and finance director David Milne

What Glynwed would like specifically is for the growing number of house reservations to be translated into sales, an expansion of motor exports and a rise in metal prices. "If these come to pass we shall do

well," Mr Davies asserted. Last year Glynwed continued to take losses in its tubes and fittings division, but profits increased from steel and engineering, were steady on consumer and building products

and declined in the plastics and property divisions.

COMMENT

Glynwed is decently poised for recovery, and a rise in metal prices, which has started to happen in some sectors, would rapidly feed through to the bottom line. The group has been expert in the past in winning profits from staid businesses. Indeed, the return on capital employed went up to 15.5 per cent from 12.4 per cent last year. But that route to higher profits looks played out for the immediate future, pitching Glynwed's prospects firmly on to those of the UK economy. A modest upturn would make brokers' estimates of pre-tax profits of £45m for 1993 look a realistic estimate. That would translate to earnings per share of 15p, putting the shares at yesterday's price of 282p on a prospective p/e of 18.8, high enough if it is assumed that some part of the corporate recovery is already built into the price.

Rediscovering a taste for the Midlands

Engineering companies have recently been popular stocks. Paul Cheeseright reports

GLYNWED International, more generally accustomed to a life in the shade as an indicator of UK industrial fortunes, a stalwart of the Midlands engineering industry, has suddenly looked fashionable. There has been a minor vogue on the stock market for engineering companies.

Since the beginning of the year a host of Midlands industrial groups, especially second line stocks like Concentric, Bromsgrove Industries, Ash & Lacy and Dowling & Mills, have enjoyed a revival of investor interest. That interest caught up with Glynwed last week.

Partly this reflected the expectation of higher earnings after two hard years of recession. The surveys have been more encouraging.

This week the Engineering Employers' Federation West Midlands reported that for the first time since last May more companies are reporting fattening order books than those reporting a downturn in

demand. Capacity utilisation has increased modestly.

The recovery in Glynwed's annual profits is symptomatic of a more general phenomenon in the Midlands - the great push for productivity growth during the last two years.

Mr Gareth Davies, the Glynwed chairman, attributed the 30 per cent rise in earnings to "the measures taken to reduce operating costs and adapt operations to lower levels of demand in order to improve competitiveness and manage cash".

The effect of cost-cutting measures on GKN, the automotive components manufacturer with plants around the Midlands, will be seen today. And next week DML, the diversified engineering group and another of the large Midlands companies, will announce its figures.

The recession pushed managements into finding ways to obtain fatter profits from a more slender base.

In many cases, they have accepted slow market condi-

tions as the norm and have preferred to treat any enlargement of demand, any chance to raise prices, as a bonus to be exploited rather than a natural change in the commercial order of things.

Recent prices in steel billets, for example, have quickly given a new element of profitability to some of Glynwed's steel processing. As steel manufacturers seek to make higher prices stick, the prices of Glynwed steel products are ratcheted upwards.

In the earlier part of the recession, solace could be sought in the markets of continental Europe, especially for the motor component manufacturers.

Now that is disappearing, the investment fashion has swung. Europe is out. The UK and the US are in.

Transfer Technology is another Midlands group, the shares of which have been favoured and which also

announced figures yesterday. Part of its sharp rise in profits came from the exposure to the US for a third of its sales of precision components and manufacturing systems.

Glynwed captures the movement as well. Albert E Sharp, the Birmingham-based broker, suggested: "With the majority of sales still made in the UK, Glynwed will clearly be a significant beneficiary of any improvement in the domestic economy."

"The relatively small proportion of continental European earnings, which over the last two years have been the group's main weakness, is now likely to be one of its key attractions in the eyes of investors."

This is not the case with either GKN or DML, the shares of which have not moved up with the same enthusiasm as the engineering second liners. They both have extensive exposure to the German market, and it remains to be seen whether their US interests will

be sufficiently strong to offset any downturn in their European markets.

After the 1980s recession there was a general move among Midlands engineering groups to expand exports and to cut their vulnerability to the cycles of the UK economy.

Glynwed went down this route but not with the same enthusiasm as GKN and DML. It was then deemed a weakness. Now it is seen as a strength.

Another factor has been the room for catching up by the engineers and the metal processors on the stock market. Last year engineering stocks were sluggish, declining relative to the FT-All-Share index.

This had the effect, this year, as interest rates settled at abnormally low levels, of making the yield on companies like Glynwed look increasingly attractive. Investors responded enabling the engineering sector to out-perform the index.

Zurich buys much of Municipal Mutual

By Richard Lapper

MUNICIPAL Mutual Insurance, the local authority-owned insurer, which withdrew from the market last year, yesterday concluded negotiations to sell substantial parts of its business to Zurich Insurance, one of Europe's largest insurance companies.

The deal was predicted to go ahead after Zurich offered renewals to all existing local council policyholders under an interim agreement with MMI in October.

As expected the Swiss group will not assume responsibility for liabilities arising on policies which were underwritten by MMI before September 30.

Zurich said yesterday that it expected the EC competition authorities in Brussels to approve the deal.

Zurich will employ 1,500 MMI staff and also provide claims servicing facilities to MMI. Zurich, which will call its new subsidiary Zurich Municipal, has purchased the Bournemouth office building of MMI and taken leases on remaining operational locations.

Welcoming the deal Mr Brian Wright, MMI chief executive, said: "The deal achieves a major part of our plans for the sale or solvent run-off of the business."

MMI withdrew from the market last May but management, led by Mr Wright, were initially unsuccessful in finding a buyer. A number of UK companies examined the business. In October a deal involving the French group, Garantie des Fonctionnaires Mutuelles, fell through.

Etonbrook Properties' board in talks with dissidents

By Peter Pearce

The board of Etonbrook Properties, the property developer, said it was considering the application by Mr Andrew Perloff, who has a 19.13 per cent stake, and others to requisition an extraordinary meeting.

Mr Perloff wishes to submit resolutions to appoint himself, Mr Malcolm Bloch and Mr Peter Rowson as directors, and to remove Mr Jonathan Harris, Mr RL Dean, Mr Keith Moss, Sir Brian Hill, Mr PM Archer and Mr R Seifert from the board.

The board said it was in discussions with Mr Perloff which might or might not lead to an offer for the outstanding share capital. It advised shareholders to take no action.

Premium of 24% at Yorkshire Food

In the first day of trading, shares in Yorkshire Food Group, the Bradford-based food processing company, opened at a near-24 per cent premium to the placing price.

Placed at 110p, they rose 2p on the day to close at 138p.

Postel Investment drops US venture capital link

By Charles Batchelor

POSTEL Investment Management, one of Britain's largest institutional investors, has dropped plans to establish a European venture capital fund jointly with a US investment company.

Postel, which has £20bn under management, and Chancellor Capital Management, a New York-based money management company, have dissolved their joint venture after failing to reach their minimum fund-raising target of \$100m (£70m). Postel was to have provided \$20m of this.

When the project was announced a little less than two years ago it was hailed as a significant departure for Postel, which has venture and development capital investments worth \$300m on behalf of the Post Office and British Telecom pension funds. Postel had not previously managed funds for third party investors.

Chancellor, which led the US fund-raising drive, decided in December that there was no point in continuing, said Mr Ray Maxwell, venture capital manager for Postel.

"It was a disappointment," he said. "We were over in the US every month in 1992 fund-raising. This sends a rather disturbing message to the European venture capital community. The Americans have been disappointed with the results of their investments in Europe."

The reasons for the failure were a combination of poor economic news from Europe, currency uncertainty surrounding the exchange rate mechanism and a change in the attitude of US institutions towards investing indirectly through venture capital funds.

Chancellor's fund-raising may also have suffered because another large international fund, launched by Hancock Venture Partners, went to market first.

Low & Bonar cash call to fund £34m buy from Kellogg

By Peggy Hollinger

LOW & BONAR, the packaging and plastics company, yesterday launched a £50m rights issue to fund the acquisition of a folding carton manufacturer and to reduce debt.

The group announced that it had agreed to purchase Manchester-based Cereal Packaging from Kellogg, Europe's leading cereal manufacturer, for £33.5m cash.

Mr Jim Leng, chief executive, said the deal would create Britain's third largest folding carton company.

Traders welcomed the cash call and acquisition and marked the shares up 9p to 344p, in contrast to the declining market.

Mr Leng said Low & Bonar expected to benefit from significantly enhanced purchasing power following the acquisition. The group also planned to expand Cereal Packaging's capacity - which to date had been aimed solely at servicing Kellogg's needs. The business would complement Low's existing Bonar Cooke Carton operation, he said, and give access to

the rapidly growing European cereals market.

As part of the deal, Kellogg has agreed to a five-year purchasing contract with specified prices. Based on the prices and volumes of this contract, Kellogg Cereal Packaging would have made profits of roughly £4.5m last year. Assets are expected to be valued at about £3m, following evaluation of stocks.

The deal will be funded through a 1-for-4 rights issue of 19.5m shares at 255p. This will raise £50.2m, of which £16.7m will be used to reduce debt.

Low & Bonar, which announced a sharp decline in annual pre-tax profits from £21.6m to £8.1m last month, has a net debt of £36.5m. After the issue, gearing will fall from 30 per cent to 15 per cent.

Mr Leng said the debt reduction would allow Low to act on other acquisition opportunities. The company, which has reorganised its troubled US operations, aimed to expand in Europe.

The group hoped to make an announcement within the next two months.

Ocean disposes of non-UK bulk liquid storage operation

By Peter Pearce and Ronald van de Krol

OCEAN GROUP, the freight, environmental and marine services conglomerate, has sold the non-UK activities, or some 80 per cent, of its bulk liquid storage company for £5m including debt.

Panosean Storage & Transport, the sold business, has operations in the Netherlands, Belgium and the US.

In 1992 it made operating profits of about £5m (£5.7m) and pre-tax profits of £3.1m.

Shares in Ocean rose 10p to 296p yesterday.

The buyer is Royal Pakhoed, one of the biggest storage groups in Rotterdam, the world's largest port.

The consideration is expected to be about £41m and Pakhoed is also assuming some £14m of debt.

At December 31 the businesses had a net asset value of about £51m.

Mr Nicholas Barber, Ocean's chief executive, said that the sale would reduce his company's gearing by 20 points to about 17 per cent and would result in a book loss of about £16m.

Mr Barber said he expected the recommended final dividend for 1992 to be maintained at 9.82p to hold the total at 14.33p.

Besides chemicals and mineral oils, Pakhoed is already active in the storage, transport and distribution of fruit and forest products.

Pakhoed said it expected the Panosean operations to make more than 1992's £3.1m when under its control, partly because of lower interest and overhead costs.

Mr Barber said he expected the recommended final dividend for 1992 to be maintained at 9.82p to hold the total at 14.33p.

BOARD MEETINGS

The following companies have notified dates of board meetings to the Stock Exchange. Such meetings are usually held for the purpose of considering dividends. Official indications are not available as to whether the divisions are intended or likely and the actual dates shown below are based mainly on last year's timescales.

Interim: Everest Foods, Haggas (John), Mucklow (J&S), Pirelli, S&P Ind, Cadbury Schweppes, Gulf Res, Eldon, Fleming Marc Inc Tel, GKN, Kilmort Smith Cos Inc Tel, Madena, Rosalys, Standard Chartered, T&N, Victoria, Willis Corroon.

FUTURE DATES

Interim: 1993
BAA 29 Mar
British Airways 29 Mar
British Petroleum 29 Mar
British Telecommunications 29 Mar
British Waterways 29 Mar
British Airways 29 Mar
British Petroleum 29 Mar
British Telecommunications 29 Mar
British Waterways 29 Mar
British Airways 29 Mar
British Petroleum 29 Mar
British Telecommunications 29 Mar
British Waterways 29 Mar

Under the terms of the Indenture and the Mortgage, if the default continues for a period of 30 days after the date of the notice, Events of Default will then occur under both the Indenture and the Mortgage.

An of the Committee of the Indenture, of holders of approximately 10% of the principal amount of the Notes, led by Debenhams & Co. L.P. has been formed and has retained the law firm of Debenhams & Phipps to represent it in connection with this matter.

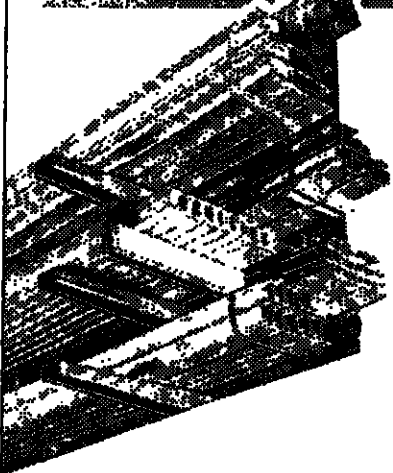
The Committee has already met with Olympia & York. The Trustee is working closely with the Committee in accordance with its fiduciary duties under the Indenture, to maximize the holders' recovery on the Notes. Any holder who is interested in joining the Committee or wishes to find out more information about the Committee's activities should contact Mr Alan Cooper of Debenhams & Co. at (0121) 744-8877.

As all of the Notes are in bearer form, the Trustee does not have a list of the holders from time to time. If necessary, accordingly, we will each holder to please contact Mr. John S. Hunt, Vice President of National Bank of Tennessee, A.B. 1201 Gwynn Street, P.O. Box 22151, Columbia, South Carolina 29222 and indicate the principal amount of Notes owned by the holder, and the holder's name, address, credit person, and telephone number.

National Bank of Tennessee, N.A., is a Securities Trustee.

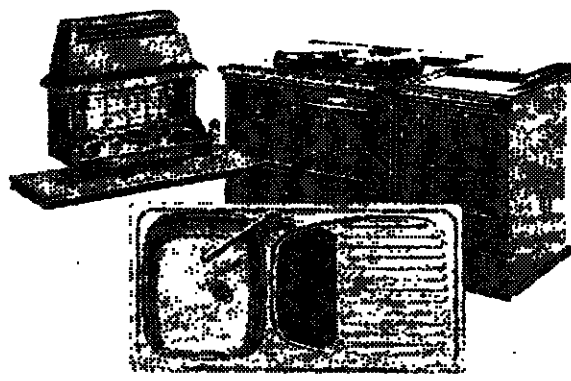
Dated March 4, 1993

GLYNWED INTERNATIONAL



	1992	1991	Percentage change
Turnover	£906.4m	£949.9m	-5%
Operating Profit	£44.8m	£40.9m	+10%
Pre-Tax Profit	£33.1m	£25.5m	+30%
Earnings per Share	10.95p	8.43p	+30%
Dividend per Share	11.65p	11.65p	-

- Pre-tax profit and earnings per share up 30%
- Higher operating profits for fourth successive half-year
- Consumer products make progress in UK and export markets
- Steels profits 45% higher
- Copper tube benefits from one-site operation
- Plastics affected by world recession
- Metal Services hit by low metal prices
- New management structure in place



"The progress already made in reducing costs, improving efficiency and eliminating loss makers has helped the Group achieve increased levels of profitability for four successive half years and we are aiming to maintain this trend in 1993."

GARETH DAVIES
Chairman & Chief Executive - 9 March 1993

Glynwed International plc

The 1992 Report and Accounts will be posted to shareholders in May. For a copy please write to the Group Secretary, Glynwed International plc, Headland House, New Coventry Road, Sheldon, Birmingham B26 3AZ

CONSUMER PRODUCTS · PLASTICS · METALS · ENGINEERING · BUILDING PRODUCTS

Hillsdown rethinks expansion

By Maggie Urry

HILLSDOWN Holdings' results bore the brunt of the group's earlier mistakes when it expanded rapidly through acquisitions.

Pre-tax profits dipped and a £2.3m provision was taken for the first time.

The group now plans a pause in such expansion for at least 12 months while it concentrates on sorting out its existing operations. It will also close or sell about 30 businesses.

Sales from continuing operations rose 6 per cent but total sales were down 6.1 per cent to £4.37bn.

Operating profits fell 20 per cent to £184.9m, though profits from continuing businesses fell 12.2 per cent to £185.6m. Profits included £6.4m (£10.6m) from fixed asset sales.

Operating profit margins fell as recession-hit consumers traded down.

A reduction in the interest

charge from £44.9m to £30.8m reflected the rights issue in November 1991.

The tax charge rose from 20.5 per cent to 25.9 per cent as unutilised tax losses ran out.

The tax rate is expected to

£20.3m, reflecting lower profits in Canada and at Strong & Fisher.

With the extra shares in issue, earnings per share fell from 21p to 13.8p. An unchanged final dividend of 6.6p gives a maintained

profit fall to £12.8m as lower volumes hit the commodity end of the business. Poultry and egg profits rose 3.8 per cent to £27.3m.

In non-food activities, furniture profits were ahead from £12.6m to £14.8m. Profits from housebuilding property and specialist activities fell 59 per cent to £11.6m.

Pre-tax profits of Strong & Fisher (Holdings), the leather and by-products group 70.3 per cent owned by Hillsdown, were below expectations at £2.23m after exceptional debits of £582,000.

The previous accounting period covered 18 months when pre-tax profits were £2.43m after an exceptional debit of £4.55m. Sales were £23.6m (£14.6m).

There was a tax credit of £481,000 from the release of an unused provision. Fully diluted earnings per share were 1.05p (0.54p).

The annual dividend is unchanged at 1p.

Maple Leaf moves ahead 16%

Maple Leaf Foods, the food processing group 56 per cent owned by Hillsdown, reported profits of £389.2m (£38.8m), or 86 cents a share, for 1992, up 16 per cent, writes Robert Gibbons.

Sales were £3.82bn, down slightly reflecting the group's withdrawal from the beef business.

rise to about 30 per cent in 1993. The group is also facing an advance corporation tax problem but hopes to avoid paying any irrecoverable ACT this year.

Fourth-quarter profit from continuing operations was £97.8m, or 22 cents a share, against £19.4m, or 25 cents a share, on sales little changed at £739m.

The company said disposals, heavy investment in facilities and rising efficiency had created a sound base for future growth in Canada and the US.

Food processing operating profits fell 10 per cent to £123.4m, with mixed results from the range of activities.

The fresh meat and bacon division suffered a 60 per cent

Acquisitions help Kerry rise 19% to £28.7m

By Tim Coone in Dublin

KERRY GROUP, Ireland's fast-growing milk and meat processing company, reported a 19 per cent increase in pre-tax profits for 1992, from £24.1m to £28.7m (£28m), on turnover up 10 per cent to £286.7m, against £254.9m.

The results incorporated the first full-year contributions from a series of 1991 acquisitions, Kantoher, Meadow Meats and Tunney Meats in Ireland, Dairyland Products in the US and Eastleigh Flavours, a UK food ingredients company.

During 1992 the company acquired Buxted Dairies in the UK and Tuam Dairies in Ireland.

Two thirds of the company's turnover is now from overseas. Meat processing now accounts for 50 per cent of the group's business.

Turnover has nearly trebled since 1987, while earnings per share and pre-tax profits have more than doubled and risen 3½ times respectively in the five years.

Earnings per share for 1992 rose 9 per cent to 15.8p (14.5p). A final dividend of 1.47p (1.4p) is recommended making a total of 2.26p, compared with 2.15p.

Mr Liam Igoe of Goodbody, the Dublin stockbroker, forecast 1993 earnings of 18.6p per share on pre-tax profits of £32.7m, although he said "there could be some upside on that due to the strength of the dollar".

Tomorrows Leisure warns of £1m loss

Shares of Tomorrows Leisure fell up to 22p yesterday following a warning from the directors that the USM-quoted hotels, golf and leisure centres group would incur a pre-tax loss in excess of £1m for the year to March.

That would compare with profits of £731,000 (£860,000) for the previous 12 months and with a deficit of £110,000 for the opening six months of 1992-93.

Candover assets up 9% but new activity halves

By Charles Batchelor

CANDOVER Investments, an investment trust specialising in management buy-outs, increased net assets per share and pre-tax profits in 1992 but saw a halving of its new investment activity.

Mr Roger Brooke, chairman, said it would take only a modest economic recovery to produce a significant increase in the value of Candover's investments, but it remained difficult to read the UK economy.

The sharp decline in interest rates would, however, make it considerably more difficult to maintain income levels from the company's cash and investments in short-term securities this year, he warned.

Net assets per share rose by

9 per cent to 287p in the year ended December 1992 while fully diluted earnings per share rose 12 per cent to 13.7p. Candover proposes to pay a final dividend of 6.5p, making a total of 10.25p, an increase of 8 per cent.

Pre-tax profits rose by 4 per cent to £4.1m. Because the tax charge was smaller than expected, profits after tax rose by 11 per cent to £3.15m.

Net assets increased by 9 per cent to £58.8m to show annual compound growth of 22 per cent in the eight years since Candover was listed.

The FT-A All-Share Index has risen 14.3 per cent a year over the same period.

Candover was cautious about making investments in 1992 because of uncertainty about

when the recession would end, while many companies deferred disposing of non-core activities by means of a buy-out in the hope they could obtain a better price by waiting.

The result of this was to reduce total investments by Candover and its managed funds to £45.6m from £39.8m in 1991.

Candover still had £100m available in its two main funds and so did not have to think seriously about raising new finance, Mr Brooke said.

Germany, which accounts for half of Candover's non-UK investments or 5 per cent of its total assets, has been a cause of concern.

Candover's shares rose 5p to 283p.

Hambros to raise £35m in HIS float

By Richard Lapper

Hambros, the merchant banking group, expects to raise £35m by floating its insurance business, Hambros Insurance Services, later this month, according to the pathfinder prospectus issued yesterday.

HIS will receive £15m, before expenses, of the proceeds, of which £2.5m will be used to reduce short-term debt. The remainder represents the sale of shares by Hambros and minority shareholders. Hambros will retain a 50 per cent holding.

Turnover of the four companies which make up HIS - Cunningham Hart, the loss adjusters, Hamlyn Legal Protection, the legal expenses insurer, Beale Doble, a market maker in second hand endowment policies, and Berkeley Insurance, a London market consultancy - increased to £56.6m (£36.5m) in the 12 months to March 31 1992.

The issue will be underwritten by Panmure Gordon, brokers to HIS.

Fleming Emerging to raise £50m

By Philip Coggan, Personal Finance Editor

FLEMING Emerging Markets, the specialist investment trust, is attempting to raise £50m to take advantage of what it sees as increasing investment opportunities in developing economies.

The trust has conditionally placed 37.5m shares and is offering a further 12.5m shares

to existing share and warrant-holders by way of an offer for subscription.

The shares are C shares, which will bear the costs of the issue and so ensure that no dilution is suffered by existing holders. When the bulk of the proceeds are invested, the C shares will be converted into ordinary shares at asset value.

The offer will close on March 31 and it is expected that deal-

ings in the new shares will start on April 6.

Emerging markets are seen as attractive investments because they have higher rates of economic growth and underdeveloped stock markets, and because many governments are liberalising their investment regulations. Templeton Emerging Markets Investment Trust is also considering raising new funds.

French group sells Bristol Water stake

Lyonnais des Eaux Dumez, the French water and construction company, has sold its 17.5 per cent stake in Bristol Water Holdings.

The company sold more than 1m shares to Casenove, the stock broker, which placed them with institutional investors.

The French group took stakes in a number of British water companies around the time of the industry's privatisation.

Australian group sells 21.5% stake in Govett

By Philip Coggan, Personal Finance Editor

JAMES HARDIE, the Australian building products group, has sold its 21.5 per cent stake in Govett, the financial services group.

The holding of 16.1m shares has been bought by Bear Stearns, the US broker. Bear Stearns has sold 7.5m shares to Govett itself - 4.9m shares have been bought back by the company to enhance

earnings per share - the remaining 2.6m shares have been bought by the employee share options scheme.

The deal was done at 208p, below the market price. James Hardie has announced it is selling off some of its peripheral holdings.

Shares in Govett, which announced a 25 per cent rise in annual earnings per share on Monday, rose 3p to 235p yesterday.

Public Service Electric and Gas Company

First and Refunding Mortgage Bonds
9 3/4% Series S Due 1996
Outstanding Under Supplemental Indenture
Dated January 1, 1986

NOTICE IS HEREBY GIVEN that Public Service Electric and Gas Company, under and by virtue of the provisions of its First and Refunding Mortgage Bonds, 9 3/4% Series S due 1996, and the Mortgage Indenture securing the same dated August 1, 1924, made by said Company to Fidelity Union Trust Company (now known as First Fidelity Bank, National Association, New Jersey) as Trustee, and the Supplemental Indenture dated January 1, 1986, supplementing said Mortgage Indenture and providing for the issuance of said Bonds, has exercised the option and right reserved by it to redeem all of its outstanding First and Refunding Mortgage Bonds, 9 3/4% Series S due 1996, on April 14, 1993 ("Redemption Date"), by paying the redemption price of 101.50% of the principal amount thereof and the amount of interest which shall have accrued on said Bonds on the Redemption Date. No interest shall accrue upon or in respect of any bond of said Series on and after the Redemption Date.

Payment of the redemption price of Bonds issued in bearer form plus accrued interest shall be made upon presentation and surrender thereof at the following offices of The Chase Manhattan Bank, N.A.:

The Chase Manhattan Bank, N.A.
London Branch
Woolgate House, Coleman Street
London, EC2P 2HD, England

Chase Manhattan Bank (Switzerland)
63 rue du Rhone
1204 Geneva

Chase Manhattan Bank Luxembourg, S.A.
5 Rue Pictet
L-2336 Luxembourg

The Chase Manhattan Bank, N.A.
G.P.O. Box 104
World Trade Center
280 Gloucester Road
Causeway Bay
Hong Kong

The Chase Manhattan Bank, N.A.
1-3 Marunouchi 1-Chome Chiyoda-Ku
Tokyo 100, Japan

The Chase Manhattan Bank, N.A.
Shell Tower
50 Raffles Place
Singapore 0101

or at the offices of the following additional paying agents:

Banque Bruxelles Lambert
24 Avenue Marix
B-1050 Brussels, Belgium

Societe Generale
29 Boulevard Haussmann
Paris 75009, France

Berliner Handels-und Frankfurter Bank
10 Bockenheimer Landstrasse
Frankfurt, A.M. 1, West Germany

Nederlandsche Credietbank, N.V.
Herengracht 458
Amsterdam, The Netherlands

Payment at the offices referred to above shall be made, at the direction of the holder, by check drawn on a United States dollar account maintained with a bank in the City of New York unless such payment would subject the Company to additional taxes, punitive provisions or certification, reporting or withholding requirements pursuant to the provisions of the United States Internal Revenue Code of 1986, as amended and in effect at the time of payment, and any regulations promulgated thereunder and then in effect (in which event such payment will be made by check drawn on a European bank account) or by transfer to a dollar account maintained by the holder with a bank in a European city. No payment with respect to any bearer Bond of this Series will be made on demand for payment, but may be made at the corporate trust office of the Trustee or any paying agent maintained by the Company in the United States nor will any payment be made by transfer to any account, or by mail to an address in the United States. Notwithstanding the foregoing, payments will be made on demand for payment at the designated office of The Chase Manhattan Bank, N.A., in the City of New York if payment at all paying agencies outside the United States is illegal or effectively precluded by exchange controls or other similar restrictions.

Bonds issued in bearer form must be presented to the Paying Agent for payment together with all unexpired coupons, failing which the amount of any missing coupons will be deducted from the sum due for payment.

Payment of the redemption price of the Bonds issued in registered form plus accrued interest shall be made upon presentation and surrender thereof at the offices of The Chase Manhattan Bank, N.A.:

By Hand
The Chase Manhattan Bank, N.A.
Institutional Trust Group Window
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New York, N.Y. 10061

By Mail
The Chase Manhattan Bank, N.A.
4 Chase MetroTech Center—3rd Fl.
Box 2020
Brooklyn, New York 11245

or subject to any laws or regulations applicable thereto in the country of any of the following paying agents at the main offices of:

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London Branch
Woolgate House, Coleman Street
London, EC2P 2HD, England

Chase Manhattan Bank (Switzerland)
63 rue du Rhone
1204 Geneva

Chase Manhattan Bank Luxembourg, S.A.
5 Rue Pictet
L-2336 Luxembourg

The Chase Manhattan Bank, N.A.
G.P.O. Box 104
World Trade Center
280 Gloucester Road
Causeway Bay
Hong Kong

The Chase Manhattan Bank, N.A.
1-3 Marunouchi 1-Chome Chiyoda-Ku
Tokyo 100, Japan

The Chase Manhattan Bank, N.A.
Shell Tower
50 Raffles Place
Singapore 0101

or at the offices of the following additional paying agents:

Banque Bruxelles Lambert
24 Avenue Marix
B-1050 Brussels, Belgium

Societe Generale
29 Boulevard Haussmann
Paris 75009, France


Berliner Handels-und Frankfurter Bank
10 Bockenheimer Landstrasse
Frankfurt, A.M. 1, West Germany

Nederlandsche Credietbank, N.V.
Herengracht 458
Amsterdam, The Netherlands

by check drawn on, or by transfer to a United States dollar account maintained by the holder with a bank located in the City of New York.

PUBLIC SERVICE ELECTRIC AND GAS COMPANY


Dated: March 10, 1993


BANK OF GREECE
US\$300,000,000
Floating rate notes 2003

The notes will bear interest at 4% per annum for the period 9 March 1993 to 9 September 1993. Interest payable on 9 September 1993 per US\$1,000 note will amount to US\$20.44.

Agent: Morgan Guaranty Trust Company

JPMorgan


CREDIT LYONNAIS
US\$100,000,000
Floating rate notes 2003

The notes will bear interest at 5% per annum for the period 10 March 1993 to 10 September 1993. Interest payable on 10 September 1993 will amount to US\$127.78 per US\$5,000 note and US\$2,555.56 per US\$100,000 note.

Agent: Morgan Guaranty Trust Company

JPMorgan

PAN - HOLDING
Societas Anonyma - Luxembourg

As of February 28, 1993, the unconsolidated net asset value was US\$ 284,843,850.42, i.e. US\$ 517.90 per share of US\$ 200 par value.

The consolidated net asset value per share amounted as of February 28, 1993 to US\$ 535.21.

THE BUSINESS SECTION

appears every Tuesday & Saturday

To advertise please contact Karl Layton on 071-873 4780 or write to him at The Financial Times, One Southwark Bridge, London SE1 9HL

Swiss Bank Corporation. The key to M&A.

SBC Client	Transaction	Estimated value of Transaction
Financial Services:		
Allstate Insurance Company	Adviser on the disposal of Allstate Reinsurance Co Ltd's Swiss branch Ltd to General Reinsurance Group.	Undisclosed
Eagle Star Holdings PLC	Adviser on the split disposal of the life business and general business of Australian Eagle Insurance Company Ltd to Lend Lease Corp and QBE Insurance Ltd respectively.	£130,000,000
UTA SpA	Adviser on the disposal of 50% stake in UTA to Willis Corroon plc.	Undisclosed
Food & Beverage:		
Federconsorzi & the Court of Rome	Adviser on the sale of Fedital, the leading food manufacturer and distributor in Italy.	Undisclosed
KAFU - Wamund Handelsgesellschaft GmbH	Adviser on the sale of food retailing subsidiary Gollub Handelsgesellschaft GmbH to EDEKA Baden-Württemberg Handelsgesellschaft GmbH.	Undisclosed
Marr Holdings Limited	Adviser to the Management Group and lead equity investor in the MBO of a 196 public house estate.	£30,000,000
National Foods/Riley Corp	Adviser to both companies on the merger of certain food businesses.	A\$149,000,000
Media & Telecommunications:		
Ascom Holdings	Adviser on the acquisition of Timeplex, Unisys' multiplexer telecommunications equipment subsidiary.	US\$203,000,000
Blockbuster Entertainment Corp	Adviser on Joint Venture with Virgin Megastores in Europe, USA & Australia.	Undisclosed
Elsevier NV	Sole adviser to Elsevier NV on the merger with Reed International plc.	£5,900,000,000
Torreal SA	Adviser to Torreal SA on the sale of a stake in Antena 3, an independent Spanish TV channel.	Undisclosed
Paper & Packaging:		
Biber Holdings AG	Adviser on the sale of an interest in Attisholz Holding AG.	Undisclosed
Cragnotti & Partners	Adviser to Cragnotti & Partners on the purchase of a 50% interest in JA/Mont Holdings NV from Montedison.	US\$850,000,000
JA/Mont Holdings NV	Adviser to the Italian/American Joint Venture on the sale of Kayserberg Packaging SA to David S Smith PLC.	£154,000,000
SBC DB Capital Partners	Adviser on the sale of Leigh Mardon to Amcor Limited (MBO investee business of SBC DB Capital Partners).	A\$273,500,000
Others:		
Cementi Piave	Adviser to Cementi Piave in its merger with Cementi Verona and Cementi Rossi.	Undisclosed
Industriervallnig AB Kinnevik	Adviser on the sale of a 95% holding in the specialty steel maker, Kloster Speedsteel AB, to Eramet SLN of France.	SKr944,000,000
The Polish Government	Adviser on the sale of a 51% interest in Huta Warszawa SA to Lucchini SpA and negotiation of terms of a Joint Venture.	ECU 53,350,000

Swiss Bank Corporation acted as an adviser on a total of 40 transactions in 1992 aggregating approximately US\$ 13,000,000,000 equivalent value.



The key Swiss bank

COMPANY NEWS: UK

Boost from money market and Winterflood sale

Union cuts loss to £16.3m

By Richard Waters

A TURNROUND in its core money market operations and the sale of its equity market-making business for £19m meant that Union Discount, London's oldest specialist discount house group, could survive as an independent company, Mr George Blunden, chief executive, said yesterday.

Announcing a pre-tax loss of £16.3m, an improvement on the £23.6m loss the year before, Mr Blunden said Union had succeeded in returning to break-even at the operating level in the second half. However,

the group is not paying any dividend for the year (13.5p).

Talks about a sale of the group had been called off last week because the unnamed potential bidder failed to offer enough for Union's troubled leasing business, Mr Blunden said. The group is now planning to reorganise its remaining leasing operations, selling some parts and running off the remainder.

The sale of Union's 90.5 per cent stake in Winterflood Securities, the specialist smaller companies marketmaker, was intended to provide the capital

to underpin money market operations, allowing it to expand into more profitable areas of trading such as bond arbitrage.

Winterflood made a profit of £4.42m for the year, reflecting a return of interest in smaller companies.

The performance of the group was held back by a loss of about £3m on the day sterling pulled out of the European exchange rate mechanism in September.

Since then the discount house operation had been profitable. Discount house operating losses for the year were

£5.1m, compared with £2.6m in 1991.

After higher provisions over leasing in the first half, Union made no further provisions for the year. Operating losses in asset financing fell from £16.3m in 1991 to £17.6m. If Union fails to find a buyer for its leasing assets, it could face extra costs of an estimated £7m over the next three to four years, said Mr Blunden.

Losses per share, at 78.2p, were down from 88.9p. Net assets per share fell from 300.83p to 187.92p, though the sale of Winterflood added a further 82p a share.

Singer & Friedlander faces new £8.6m claim

By Robert Peston, Banking Editor

SINGER & Friedlander, the banking and property group, said yesterday it faces a new claim for damages of £8.6m from the department of trade and industry stemming from Singer's role as adviser to Barlow Clowes, the fraudulent investment group.

The company said the new claim was "in relation to Singer's role in connection with Buckley's Brewery in 1987".

Net rental income increased by 5 per cent to £15.8m (£15m) but interest payments climbed to £8.77m (£9.92m) and largely accounted for the decline in profit before exceptional items to £5.77m (£8.17m).

Losses per share of 60.91p compared with earnings of 4.33p. With the final dividend omitted shareholders are left with a 0.77p for the year - for 1991 they received an interim

Wates incurs £75m loss and omits final pay-out

By Paul Taylor

WATES CITY of London Properties, the property investment and development group, yesterday reported a £74.8m pre-tax loss for 1992 and passed its final dividend.

Net assets per share more than halved to 74.4p (151p).

The deficit, which compared with previous profits of £8.17m, largely reflected the transfer of a net £71.9m deficit on the revaluation reserve to the profit and loss account, coupled with a £8.77m loss taken on the sale of two investment properties.

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Dundas Hamilton: relatively modest level of gearing

of 0.77p and a final of 2.96p. Reflecting the continuing decline in property values net assets fell from £181.2m to £89.3m at the end of 1992. It was the third consecutive year that net assets had fallen.

The worst affected part of the portfolio was development properties which again fell by 44 per

cent, while the overall value of investment properties dropped by 21 per cent.

At the year-end net borrowings stood at £90.9m (£91.2m), representing gearing of 102 per cent. In December the group rearranged its principal borrowings with a syndicate of four banks. The new five year £85m facility, which is secured on some of the group's properties, replaced a £105m facility which was due to be repaid in June next year.

Commenting on the results Mr Dundas Hamilton, chairman, said: "1992 has been without doubt the most difficult year in the history of the company."

"The failure of others in the property sector has led the banks to apply increasingly stringent lending criteria. We are fortunate that the company entered the recession with a relatively modest level of gearing."

He added: "There is some evidence that the worst of the recession is over."

Close seeks funds for purchase

By Peggy Hollinger

CLOSE BROTHERS yesterday embarked on its first cash call as it sought funds for the £19m acquisition of Winterflood Securities, the small companies marketmaker.

The merchant bank announced a placing and a 1-for-7 open offer of 5.5m shares at 315p. This will raise £17.3m towards the acquisition of Union Discount's 90.5 per cent stake in Winterflood and £3m in debt. Close shares rose 4p to 344p.

Brian Winterflood who set up the business in 1988, will be granted incentives as part of the purchase agreement.

These include options over 15 per cent of the marketmaker - which could bring management's stake to almost 25 per cent - and 5 per cent of Winterflood's profits up to £5m.

Mr Winterflood said the firm would be run as it always had been - "with no interference from big brother". He has plans to expand the business organically and through expansion in the

jobbing sector.

Mr Peter Winkworth, an executive director of Close, said Winterflood would be a "very good strategic fit".

Close also reported a 6.7 per cent advance in pre-tax profits to £6.8m for the six months to end-January.

The interim dividend is increased in line with profits from 3p to 3.2p.

Earnings per share rose from 11.56p to 11.91p.

The loan book was ahead 3 per cent at £285m.

Pict Petroleum ahead on weakened pound

By Peggy Hollinger

A WEAKER pound helped Pict Petroleum, the oil exploration company, report a surge in interim profits from £1.1m to £2.9m on turnover 19 per cent lower at £4.8m, against £5.9m.

Mr John Lander, managing director, said currency gains had contributed £1.4m, against last year's £442,000 loss, to pre-tax profits for the six months to December 31.

The stronger dollar and weaker pound had also helped

to offset a decline in the oil price from \$19.50 to \$18.78 per barrel. Sterling barrel rates averaged at £10.94, against £10.95 last year. Mr Lander said the exchange rate was likely to continue to benefit the group in the second half. "With a stronger pound, if nothing goes wrong, it should be a very good year-end," he said.

Cash balances rose from £15.9m to £16.9m, helping to boost interest income from £254,150 to £267,887.

Earnings were 5.66p (2.97p).

AJ Archer agrees to buy Castle Holdings

By Richard Lapper

AJ ARCHER Holdings, the quoted Lloyd's underwriter, has reached agreement to acquire Castle Holdings. The association will form one of the largest agency groups at the Lloyd's insurance market.

Castle shareholders will receive 12.5m Archer ordinary shares, valuing the smaller group at about £5m.

The takeover will create an agency managing 15 syndicates, with a combined capacity

of £391m. Although the group will still be significantly smaller than Sturge Holdings, the market leader with managed capacity of more than £700m, it ranks alongside such agencies as Merrett, Wellington and Murray Lawrence.

The agency will also handle the affairs of some 640 Lloyd's Names - the individuals whose assets make up Lloyd's capital base - as a result of the merger of its members' agency interests.

He added that there was also a strong performance from the corporate finance department's offices in Leeds and Nottingham, which give advice to small and medium-size companies. Singer's property division made profits of £3.05m, down from £3.12m. The fall was attributable to a rent free period granted on a new investment, now fully let.

Earnings per share, excluding the exceptional item, rose 23 per cent to 5.86p.

The total dividend was raised from 2.5p to 2.8p via a final of 1.6p.

Thorntons drops to £7m

By Catherine Milton

LAUNCH COSTS for two lines of chocolates slimmed profit margins at Thorntons, the chocolate maker and retailer.

The shares fell 10p to 200p as the group announced pre-tax profits down 2 per cent, from £7.15m to £7.02m, for the half year to January 9.

Operating margins were eroded from 15 per cent to 14.1 per cent, mainly because of the launch of the Select range and the relaunch of the Continental products in the UK.

The group's UK retail operations achieved sales of £38.3m, up 9.6 per cent on the

previous year. Mr John Thornton, chairman and chief executive, whose family owns 48 per cent of the shares, said profits were slightly under expectations.

In the four weeks to Christmas, UK retail sales grew 8.3 per cent on the previous year. The group said it was £750,000 short of stock.

The group's French subsidiary continued to make losses, although he said the full-year figure might be less than last year's £750,000 deficit, partly depending on currency fluctuations.

Sales in France rose to £5.3m (£4.6m). Interest payments

increased to £650,000 (£478,000) with net borrowings at the half year of £4.8m. The group has suffered because of relatively high French interest rates. Thorntons has between £7m and £9m in French franc long term loans.

Capital spending increased to £5m (£3.7m). The group spent £1m on shops, opening 30 more outlets in the UK bringing the total to 442. It opened two more shops in France. The group spent £3.2m (£1.4m) on plant.

Earnings per share slipped to 7.38p (7.53p). The interim dividend is maintained at 1.25p.

NEWS DIGEST

N Midland decline continues

PROFITS continued to decline at North Midland Construction last year. Following the halving of profits to £555,000 in 1991, the result came out at £159,000.

Turnover fell 25 per cent to £18.2m (£24.1m). Earnings per share were 1.3p (3.8p). A final dividend of 0.3p is recommended for a total of 0.6p (1p).

half year to end-January improved to 5.86p (5.02p) and the interim dividend is again 2.75p.

USDC lifts net asset value by 13%

USDC Investment Trust lifted net asset value from 192.1p to 216.4p per share, last year.

The trust, managed by GT Management, reported net revenue of £2.05m (£1.55m), equivalent to earnings of 5.59p (5.33p) per share. The recommended final dividend is held at 3.25p to bring the total for the year to 4.5p (4.25p).

network are thought to be the management team led by Mr Andrew Manderstam, who has run RFM since Crown took over in 1989, and a consortium led by NBJ, a rival network.

Under the plan, which would involve financing of some £12m and an immediate injection of £1m, Hambros European Ventures Development would take 26 per cent of the equity. A media subsidiary of La Caisse de Depots, the French government investment bank, would take 20 per cent.

The magazine L'Evesnement de Jeudi would also take 20 per cent and the staff would subscribe for a significant stake.

Kleinwort Develop net assets fall

Net asset value per share of Kleinwort Development Fund stood at 313.22p at January 31. That was a decline of 13.83p on the figure of 12 months earlier and 7.67p on the July 31 year-end value.

Earnings per share for the

Hambros Bank backs radio bid

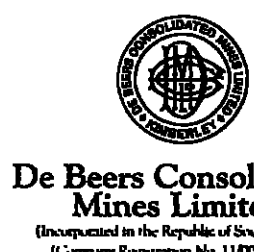
Hambros Bank is backing a management-led bid for RFM, the French radio network which went into receivership following the collapse of Crown Communications.

The main contenders for the

British Data £5.13m property buy

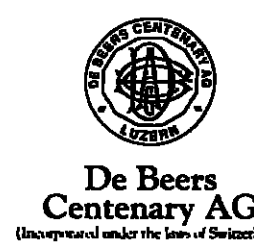
British Data Management is paying £5.13m for a 993 year unexpired leasehold interest in a property in east London.

About £2.01m of the consideration is being raised by the placing of 1m shares at 202p each.



De Beers

De Beers Consolidated Mines Limited
(Incorporated in the Republic of South Africa)
(Company Registration No. 1100007/26)



De Beers Centenary AG
(Incorporated under the laws of Switzerland)

EXTRACTS FROM UNAUDITED RESULTS FOR THE YEAR ENDED 31 DECEMBER 1992

- ◆ Profits decline by 35% to US\$ 491 million or by 33% to R1 413 million.
- ◆ Total dividends for the year reduced by 29% to 79.1 US cents or by 21% to 241.6 SA cents per linked unit.
- ◆ Mixed signals from markets, but an encouraging start to 1993.

PRO FORMA COMBINED INCOME STATEMENT

Rand millions	1991	1992	US\$ millions	1991	1992
Restated*			Restated*		
2 227	1 850	Diamond account	644	801	
582	607	Investment income	211	208	
579	297	Interest received	103	207	
2 869	2 093	Net income before taxation	728	1 027	
705	644	Taxation	224	252	
2 120	1 433	Attributable earnings	491	759	
2 983	2 178	Equity accounted earnings	757	1 068	
380	380	Number of linked units in issue (millions)	380	380	

Earnings per linked unit:					
558c	372c	- excluding retained earnings of associates	129c	200c	
785c	573c	- including retained earnings of associates	199c	281c	

Dividends:					
87.0c	62.0c	- per De Beers linked deferred share	20.3c	31.7c	
220.5c	179.6c	- per Centenary depositary receipt	58.8c	80.4c	
307.5c	241.6c	Total dividends per linked unit	79.1c	112.1c	

R2.79	R2.88	US Dollar/Rand average exchange rates	R2.88	R2.79	
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* The 1992 results have been converted at average exchange rates in line with current accounting practice and 1991 figures, previously converted at year end rates, have been restated.

DIVIDENDS

Both the De Beers Consolidated final dividend (No. 146) of 34 SA cents per linked deferred share and the Centenary Depositary dividend distribution (No. 6) of 43.8 US cents per depositary receipt have been declared payable on Wednesday, 26 May 1993 to linked unitholders registered at the close of business on Friday, 26 March 1993. That portion of the dividend distribution attributable to De Beers Centenary AG is subject to approval by that company's shareholders at the annual general meeting. The registers will be closed from 27 March to 8 April 1993. The full conditions relating to the dividends may be inspected at the offices mentioned below as well as the offices of the transfer secretaries.

DIRECTORATE

It is with great regret that the directors record the death on 5 March 1993 of Dr Henry Dyer, who had been a director for 18 years and managing director of De Beers Industrial Diamond Division for 22 years.

COMMENT

As forecast in August, the profits for the second half of 1992 were down by much more than in the first half - a reduction of 49 per cent compared with 26 per cent - so that attributable earnings for the year were 35 per cent lower in US Dollars. The final dividends have been reduced by 37 per cent resulting in total dividends for the year

being 29 per cent lower. In Rand terms those last three figures are 33 per cent, 30 per cent and 21 per cent respectively.

After allowing for the final dividend net current assets at US\$ 179 million were lower by US\$ 378 million and long- and medium-term borrowings increased by US\$ 249 million to US\$ 1 490 million - an overall change of US\$ 627 million. Borrowings are more than twice covered by facilities. Stocks rose by US\$ 731 million to US\$ 3 765 million.

Consumer attitudes to diamond jewellery remain positive. While final figures for world retail sales of diamond jewellery for 1992 are not yet available, it looks as though such sales will have matched those of the previous two years with improved sales in the United States between Thanksgiving and Christmas. However, European markets are sluggish and in Japan falling imports and retail diamond sales give reason for concern. Retail markets in the rest of East Asia continue to expand.

The CSO restricted its sales in the latter part of 1992 and the balance between rough supply and demand in the cutting centres has been restored. The mood in those centres is now cautiously optimistic.

The February price increase of an average of 1.5 per cent has been readily absorbed by the market. Indeed, sales at the first two sights have been very good, though they have been stimulated by a number of exceptional factors, including the current scarcity of diamonds coming out of Angola owing to the rainy season and the civil war; a hiatus in the supply of Russian polished owing to the imposition of a 20 per cent export duty (now being lifted); and unusual demand from India flowing partly from the Rupee becoming fully convertible and partly from increased outtake from the United States.

Copies of the provisional annual financial statements and dividend notices will be posted to linked unit holders on or about 11 March 1993 and will also be available from the following offices:

De Beers Consolidated Mines Limited
36 Stockdale Street
Kimberley
South Africa

De Beers Centenary AG
Langensandstrasse 27
CH-4000 Lucerne 14
Switzerland

Anglo American Corporation
of South Africa Limited
19 Charterhouse Street
London EC1N 6QH England

Prices for electricity generated for the purpose of the electricity pooling and the purchase of electricity from the pool									
10 hour period	Pool			Pool		Pool		Pool	
	10 hour period	15 hour period	20 hour period	25 hour period	30 hour period	35 hour period	40 hour period	45 hour period	50 hour period
0100	26.40	18.16	18.16	26.40	26.40	26.40	26.40	26.40	26.40
0110	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
0120	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
0130	30.24	30.24	30.24	30.24	30.24	30.24	30.24	30.24	30.24
0140	30.24	21.46	21.46	26.88	26.88	26.88	26.88	26.88	26.88
0150	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
0200	26.88	17.51	17.51	26.88	26.88	26.88	26.88	26.88	26.88
0210	30.24	30.24	30.24	30.24	30.24	30.24	30.24	30.24	30.24
0220	30.24	18.11	17.56	26.88	26.88	26.88	26.88	26.88	26.88
0230	30.24	18.11	18.08	26.88	26.88	26.88	26.88	26.88	26.88
0240	30.24	21.46	21.46	26.88	26.88	26.88	26.88	26.88	26.88
0250	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
0300	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
0310	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
0320	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
0330	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
0340	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
0350	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
0400	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
0410	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
0420	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
0430	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
0440	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
0450	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
0500	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
0510	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
0520	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
0530	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
0540	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
0550	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
0600	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
0610	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
0620	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
0630	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
0640	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
0650	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
0700	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
0710	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
0720	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
0730	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
0740	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
0750	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
0800	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
0810	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
0820	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
0830	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
0840	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
0850	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
0900	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
0910	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
0920	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
0930	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
0940	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
0950	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
1000	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
1010	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
1020	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
1030	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
1040	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
1050	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
1100	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
1110	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
1120	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
1130	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
1140	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
1150	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
1200	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
1210	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
1220	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
1230	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
1240	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
1250	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
1300	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
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2010	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
2020	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88	26.88
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CREDIT MANAGEMENT

Wednesday March 10 1993

23

The avalanche of bankruptcies, many caused by mismanaged cash flows, and the tenuous state of company finances have dramatised the need for better credit controls by borrowers and lenders. They have also fuelled demands for legislation to penalise late payers. **Charles Batchelor reports**

In the teeth of the gale

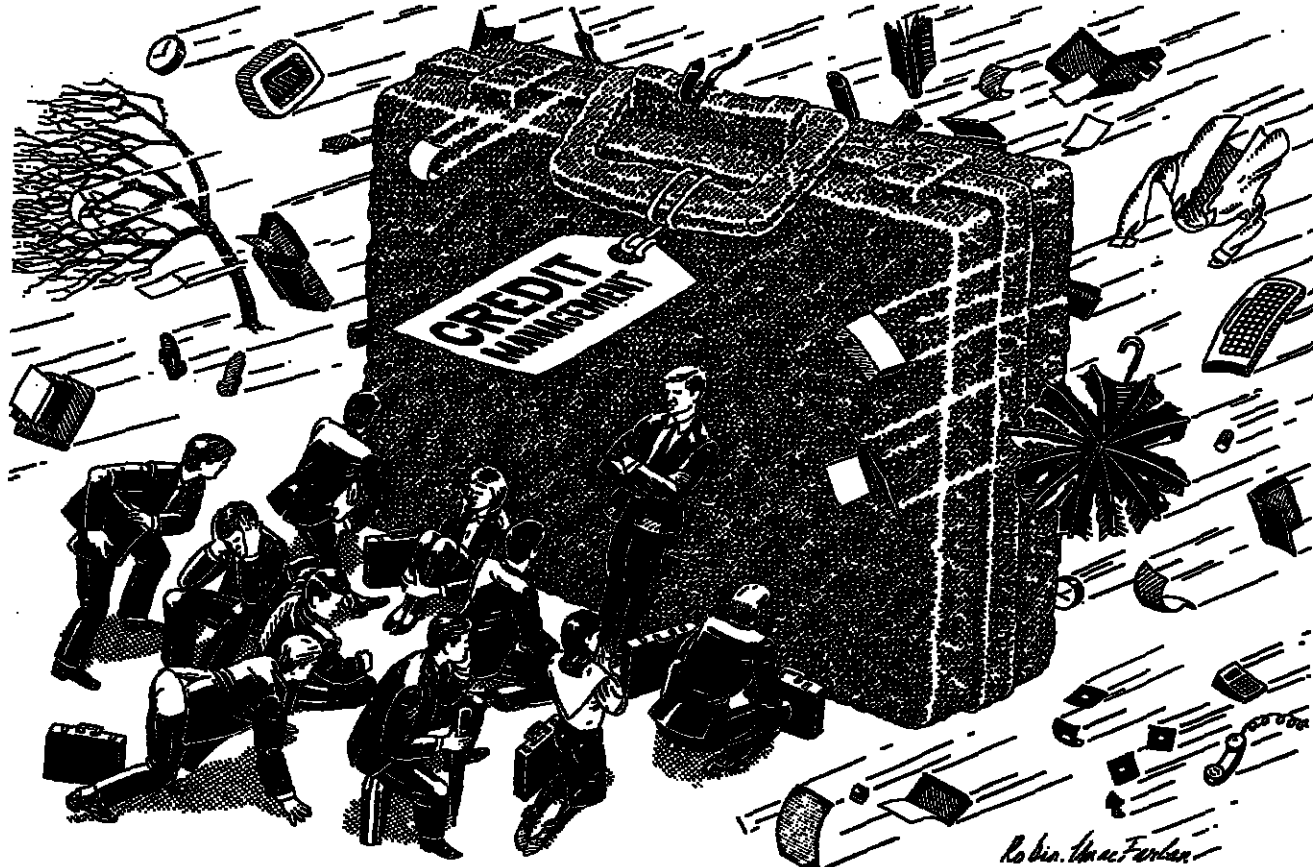
CREDIT management has traditionally been seen as an unglamorous, back-office job. While the sales team got the expense account lunches and the smart cars, the credit controller ate in the canteen and went home by bus.

Until the onset of the recession, that is. Spiralling failure rates, ever-lengthening payments delays and a crunch on company cash flows have brought home the importance of efficient credit management. Ineffective credit controls have meant that many otherwise viable businesses have gone to the wall.

The old excuses for not taking action to reduce credit risk have been discredited, says Ms Barbara Bennett, corporate affairs manager at Trade Indemnity, Britain's largest insurer of domestic trade credit.

Among the famous last words of doomed businessmen she lists: "All my clients are blue chip" and "I have known the company for 30 years. I was playing golf with the managing director only last week."

The credit management sector has two main elements: the in-house credit controller who attempts to ensure the company only does business with customers who can pay on time, and the external suppli-



ers of credit services. These include the business information providers which credit rate companies, the factors, the credit insurance groups and the debt-collection agencies.

Companies in Britain employ about 80,000 credit controllers or managers, calculates Mr Peter Allen, chairman of the Institute of Credit Management. But there is often no career structure and their status in many companies is low.

"Many senior managers are reluctant to employ a specialist," says Mr Allen. "This is despite the fact that the person in charge of the debtor ledger typically is in charge of 40 per cent of the business's current assets, more than anyone else in the company apart from the managing director."

To boost standards the institute, which has 8,000 members, runs training programmes around the country and plans to move to a system of examination.

A more professional approach to credit management is the only way to improve the payments position of British companies, says Mr Peter Rows, the institute's director general. The welter of proposals which have been made to ensure that companies, particularly small businesses, get paid on time will

not solve the problem, he believes.

One proposal, so far rejected by the government, is for legislation to give companies a statutory right to interest on unpaid bills. This idea has the backing of the Forum of Private Business, a small business lobby group, Dun & Bradstreet, a business information group and Intrum Justitia, a debt collection agency.

But others, the institute included, believe it would be unduly complex to administer and unlikely to make a difference to companies which did not wish to offend their customers.

The government has responded by financing three pilot projects run by a chamber of commerce and two trade associations to establish "model" procedures for speeding up payments. It has also streamlined county court procedures for collecting debt. The

improvements include dispensing with preliminary hearings in all but exceptional cases, allowing judges to help litigants who are not legally represented and requiring judges to explain their decisions orally.

Another move by government is to require large companies to declare in their annual report the time it takes them to pay their suppliers. The government has published a consultation paper aimed at finding the most acceptable method of providing this information. But many finance directors and accountants are sceptical that the numbers would be meaningful unless the average contractual payment terms agreed by individual companies and by the industry sector were also published.

A separate initiative has also been taken by the Confederation of British Industry. More

than 400 CBI members have signed up to a register of companies which guarantee to make prompt payments. The code has been criticised as depending on the goodwill of participants and for lacking real teeth.

The institute, for its part, has suggested that payments performance should be one of the areas included in BS5750, the quality management standard which has been adopted by several thousand companies. But the government wants to see if other methods work first while the British Standards Institution is unwilling to add another element to its standard. A separate prompt payment kitemark might be the answer, says Mr Allen.

That some action needs to be taken is evident from the poor payments performance of British companies. UK suppliers normally quote payment terms

of 30 days but wait 80 days to get paid, according to the British Association of Factors and Discounters. German and Dutch companies also normally quote 30-day terms but wait just 50 and 45 days for payment.

A recent survey by Trade Indemnity showed that of the 600 UK companies it contacted just 3 per cent had been paid on time. Large companies frequently pressure small suppliers with the threat of losing all their business unless they agree to very disadvantageous payment terms.

Despite the fact, or perhaps because, the payments record of British companies is so poor, the UK has the most developed credit management industry in Europe. "We are ahead of continental Europe in terms of the amount of business information which is available and our expertise in assessing risk," says Mr Brian Bailey, managing

IN THIS SURVEY

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- Factoring: the economic recovery will offer golden opportunities to factors and invoice discounters
- Profile: Household Mortgage Corporation, a private residential mortgage company as big as a building society..... PAGE 3
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toring and invoice discounting. "Businesses have become aware that they can substitute one service for another," says Mr Bruno Tavernier, a director of ICC. "There is more competition between the different parts of the credit management industry."

But before they make use of outside services such as these, managers must ensure that their internal credit controls are good. "People don't help themselves," comments Mr Philip Mellor, marketing manager of Dun & Bradstreet. "They don't agree terms in advance or call to check that the goods delivered were satisfactory."

Three years into a recession the credit specialists still find alarming examples of poor credit management. Says one: "If people put as much professionalism into credit management as they do into sales they would be much better off."

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CREDIT MANAGEMENT 2

Credit rating is an industry in its own right, says Charles Batchelor

Know your customer

THE business information market has expanded significantly over the past decade. New players have emerged to challenge the old-established groups and the demand for ever-faster credit decisions has both pushed and been pushed by rapid technological change.

At the same time, only a tiny percentage of commercial sales decisions are taken on the basis of information provided by an outside credit rating agency. The challenge for the industry is two-fold: to convince more businesses of the need for properly informed sales decisions and to refine the technology to make this possible.

"Credit vetting should start at the sales stage," says Mr Philip Mellor, marketing manager of Dun & Bradstreet International (D&B), which claims to be the largest provider of business information in the UK. "The sales force will become disillusioned if it takes an order which is not accepted by the credit control department. Consider that the average cost of a sales call is £150."

A credit control policy should enable the sales people to concentrate on customers who will be the most profitable," says Mr Brian Bailey, managing director of UAPT-Infotek. "Yet often this is hampered by a conflict between the sales director and the finance director."

If these barriers can be broken down the potential for the

business information providers is enormous. Only one in 15 commercial sales decisions is taken with help of "third party" information, calculates Mr Mellor. Mr Bailey puts the figure at "a few percent".

"The reason for this reluctance may lie in the availability of business information in the UK from one central source, Companies House. Compare this with continental Europe where company information is often lodged with local chambers of commerce or even the US, where relatively few companies - 17,000 against

ready market for the services of the information companies. The task for the information provider is to collect the published information available - company reports, county court judgments, directors' disqualifications - and to supplement this with unpublished information on the past payments performance of companies and individuals. Where the information companies add value is in bringing this disparate information together in a single credit report and, even more important, interpreting it for their customers.

Business investigation is a growing activity, but it still influences very few commercial sales

900,000 in the UK - are required to file returns.

But the value of this information may be more apparent than real, the business information groups claim. Companies House data can be up to 15 months out of date. In boom times, let alone a recession, this delay can conceal payment problems at a company.

Fortunately for the credit rating industry demand for credit information comes not just from the corporate end-user but from a host of intermediaries, financial groups such as finance and leasing companies, factors and the credit insurers. Although they collect a great deal of information themselves they provide a

It has been in the market for consumer information where the most rapid growth occurred during the 1980s. Increasing affluence led to a rise in the purchase, on credit, of expensive consumer durables such as video players, cars and boats. At the same time the deregulation of financial markets meant that many more financial products, also involving long-term financial commitments on the part of the purchaser, became available.

Unlike the commercial sector there was often very little information available on the ability of the private individual to meet his credit commitments. And whereas a supplier could take security on the assets of a company or the personal assets of its directors there was less security available when granting credit to a private individual.

Some of the information providers have their origins in serving the consumer market, providing information to mail order houses, for example, while others come from a commercial background. As time has gone by commercial pressures have forced the larger groups to provide both sorts of information, either by collecting it themselves or by establishing links with companies which could fill the gaps in their portfolio.

There are considerable benefits from being able to provide both commercial and consumer information, says UAPT-Infotek's Mr Bailey. "With new companies which do not have a trading record it is important to be able to flip over into our

personal database with information on directors." UAPT-Infotek claims to be the oldest UK credit information organisation, tracing its origins back to 1942 and the foundation of the London Association for the Protection of Trade, a mutual association of traders to exchange information about their customers. Amalgamations turned the London association into a united association or UAPT in 1965.

The other main players in the business information market have also broadened their scope. D&B has established links with Equifax Europe (UK), a consumer information group, while CCR which started out providing consumer information, now offers commercial information services. ICC Information Group specialised at an early stage in the financial analysis of companies and industry sectors and still provides a range of City-oriented services but it too offers credit checking information.

The information collected by these organisations is available in many forms, in hard copy, print, by post, telephone, fax, videodata or computer link-up. Increasingly information is required immediately to permit a sales decision, so on-line services have grown in importance.

Customers with a heavy demand for information may take out a subscription while those with only intermittent need for information may buy one-off reports. Some customers may require a detailed financial report while others may make do with a quick credit assessment. "We have a modular system which allows us to carry out checks to different levels of detail depending on the risk," says Mr Kevin Still, marketing manager of UAPT-Infotek.

Some of the information groups provide a written summary of the company being assessed while others have devised shorthand codes to convey a credit rating. The result of all this work on compilation and analysis has been to make information much more readily available to a broad range of users. "The small firm can now exploit information which would have only been available to the big company 10 years ago," says Mr Bruno Tavernier, a director of ICC.

BORROWING dulls the edge of husbandry, and lending is fraught with risk too. But Polonius was only half right when he warned against both.

Good credit management is about following rules. It is not expensive, complicated. Nor should it stifle a company's wish to be creative and flexible, within limits. It can allow a company to borrow and lend, oil the wheels of the business, and emerge unscathed.

Striking a balance might seem hard: go easy on creditors and you could be taken for a mug. Hire a couple of heavies to pick up a debt, and you may lose a valued customer. Pay your bills late too often and you will get a bad name, and risk losing discounts and after sales service.

Essentials for a credit manager are persuasion skills and brinkmanship, says Mr Burt Edwards, fellow of the Institute of Credit Management. You must press for payment according to agreed terms, but must back off if there is a genuine dispute.

If you are about to start up, seek expert advice on the law and best trade practice. But there are rules any company can follow to improve internal procedures.

The Confederation of British Industry offers the following guidelines to improve credit management:

- have a written contract, stating your terms and conditions. In particular, it should give clear terms of payment, agreed and understood before you trade. Payment periods should be compatible with cashflow.

- check creditworthiness. Limit risk by running a customer through credit rating agencies. "No-one in their right mind would buy a house without a survey," says Dr Ian Peters, a CBI deputy director.

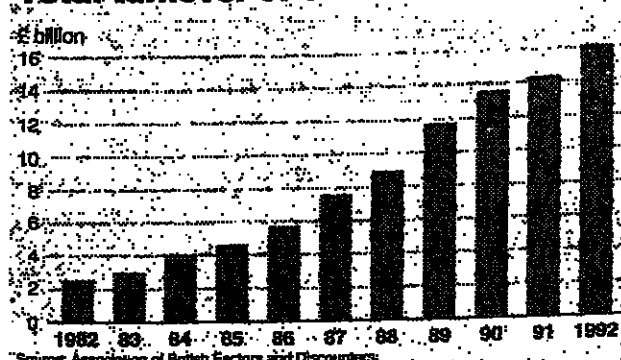
- personal contacts. Get to know the people in the accounts or sales departments. Know who to speak to if payment or delivery is late.

- employ someone solely responsible for credit management. "It is the Cinderella of small business management," says Dr Peters. "Yet it can make or break a company. It is at the heart of business survival but it is often seen as a clerk's job."

- set down a time limit for payment beyond which you cannot go. If a buyer wants terms which your company cannot finance, say No. "A good manager knows how far the company can go in being flexible," says Dr Peters. "But it is important to set out the parameters."

- have a clear and consistent

Total turnover of clients of UK factors



Source: Association of British Factors and Discounters

GUIDE TO PROCEDURE

Brinkmanship is not enough

First, ensure that your terms and conditions apply, says Mr Simon Rawlins of London solicitors Baileys Shaw & Gillett.

Terms and conditions must be incorporated into the contract at the outset when agreeing an order, otherwise you will be unable to make any of your terms stick in a dispute. If you are agreeing a deal by telephone, specifically mention that the contract is subject to your terms. Confirm this by sending an acknowledgement of the order with your terms on the back.

A few well-chosen clauses could help to improve your legal position. Mr Rawlins suggests the following:

- retention of title. This means the seller retains legal ownership of the goods until they are paid for. It will help

system for chasing payment. It might go like this: a reminder is sent out, automatically, the day after a payment date has passed. Further written reminders may follow although it is probably better to get on the phone if no payment is made after repeated reminders.

Telephone the company or go in person. If payment is still not made, it may then be appropriate to send a solicitor's letter, threatening court action. Do not be reluctant about recourse to the law, but use your judgment on when it is appropriate.

● procedures between customers and suppliers should be compatible. Most large companies use a computer system and standard invoices. Quote reference and order numbers. Get the numbers right, address invoices correctly and send them to the right person.

A company might benefit from handing over credit management to someone else, such as a factor. "This can speed up payment and provide security," says Dr Peters. But you should consider the cost and whether it is appropriate. "If your supply network is straightforward you probably don't need one, but you might if you're in a tricky area. The cost of factoring could be a price worth paying for peace of mind."

Much depends on consistency, thoroughness and an understanding of when to be flexible. Beyond this, you should know something about business law.

Few companies bother to draw up detailed terms and conditions, fewer still read them, but they can put you ahead of the game.

get your goods back if a customer goes into receivership.

- limit your liability. In the unlikely event of your goods proving to be defective, your liability should not be open-ended.
- allow flexibility in your delivery dates. A clause could set out, for example, that you are entitled to deliver on the agreed date, or in seven days.
- interest provision. Include a charge for interest on late payment. "It is worth having the option to charge interest even if you do not always use it," says Mr Rawlins.

Mr Rawlins's final tip on legal protection: keep written notes of all stages of a contract, including phone conversations. "Courts like pieces of paper. If a dispute arises, a court will want to know whether there is any evidence in writing which you can point to to support your case. If you do, you have a much greater chance of judgment in your favour." And it could greatly speed settlement.

"It is getting the simple things right every time," says Mr Rawlins. "Have a credit policy, have a set of terms and conditions, know when and how to incorporate them into a contract and document your transactions as well as possible. Beyond that, everything else is a commercial risk, but getting all that right will keep the risk to acceptable levels."

□ Further information: Local Enterprise Agencies or Chambers of Commerce; Institute of Credit Management, Easton House, Easton on the Hill, Stamford, Lincolnshire, PE9 3NF; Confederation of British Industry, Centre Point, 103 New Oxford Street, London, WC1A 1DU.

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Andrew Jack examines the changing role of Companies House

Where the whip is cracked

ON THE last Friday in January this year, Companies House, the government's corporate information agency, had a bumper delivery of mail: the equivalent of nine normal days' worth. On Saturday it had two days' deliveries. On Sunday, couriers brought another four sacks.

A few months ago, such enthusiasm would have been implausible. But the timing marked the end of the period in which accounts from the many companies incorporated in March are required to be filed. More important, it was just half a year since the agency launched its crackdown on companies failing to make their filings within the legal timescale.

That is just one example of how Companies House has begun to change, from a statutory nuisance which was largely ignored into an aggressive, commercially-oriented agency being used increasingly by businesses and individuals seeking a growing range of corporate information.

One accountant who files hundreds of company accounts each year says the change has been enormous. "You could get away with murder in the past," he says. "You felt unlucky if

they traced you for not filing on time. We used all the old excuses which allowed us to stall for months on end, saying the director was out of the country and that we couldn't get a signature."

Many companies were reluctant to file, since they did not want people to be aware of their financial position. Others simply did not give priority to completing the accounts of many of their subsidiaries. Whatever the excuse, those

What was once only a statutory nuisance is becoming an aggressive, commercial agency

that are tardy now face substantial fines and even the prospect of a criminal record if they do not comply.

The new regime has not been introduced without difficulties. In the latest of a long line of complaints, the president of the Institute of Chartered Accountants in England and Wales wrote to the Prime Minister earlier this year concerning the pedantic interpretation of the time limit for filing - which is seven months for public companies and 10 months for others. If a private company's year-end is February 28,

for instance, it must file by December 28 that year, not December 31.

But Mr David Durham, the agency's chief executive, is unrepentant. "There are people who if you give them an inch will take a foot," he says. "You may say it's bureaucratic, but this way everyone has a very clear mandate to work to." The new approach has certainly been impressive. He says that 82 per cent of accounts and annual returns are now made

on time, against 68 per cent a year ago and 40 per cent in the mid 1980s. For accounts alone, timely returns are now running at 91 per cent.

The mere fact that these performance figures are available so readily indicates something of the changes taking place. "It used to be that if I had a query and called up three people at Companies House, I got three different answers," says one large user. "Now we are seeing the sort of service the public should be entitled to."

That partly reflects the greater autonomy now placed on officials at the agency, based in Cardiff. Formally it is still part of the Department of Trade and Industry. But it became the second executive agency under the government's Next Steps initiative in 1988. In 1991, it became a trading agency, giving it even greater managerial and financial independence and effective ownership of its assets.

Mr Durham's comments are peppered with concerns to provide what the consumer wants. There is an emphasis on user groups and new publications. A few years ago, users of company information had to present themselves physically at the offices to obtain data. Now they can order files by phone, get some information by computer and even have searches faxed to them at a premium rate.

Substantial further change is still in the offing. This summer should bring the introduction of two new services: a computerised directors' register - accessible by name rather than

simply by company - and a mortgage register, both priced at below the standard £3 basic company search fee.

In the longer-term, there are proposals for electronic filing of company returns. Wider requests under consideration include access to information by VAT numbers.

But a dark cloud of uncertainty also hangs over the future of the service, which is making future planning extremely difficult. Mr Michael Heseltine, the trade and industry secretary, announced a review of Companies House last summer which could lead to full or partial privatisation.

The conclusions are expected soon, and will be watched very closely. Staff are worried about their jobs, and senior managers about their roles and responsibilities. Rival company agencies who process Companies House information are concerned about fair competition. Many users question the role of the private sector in collecting and storing statutory information.

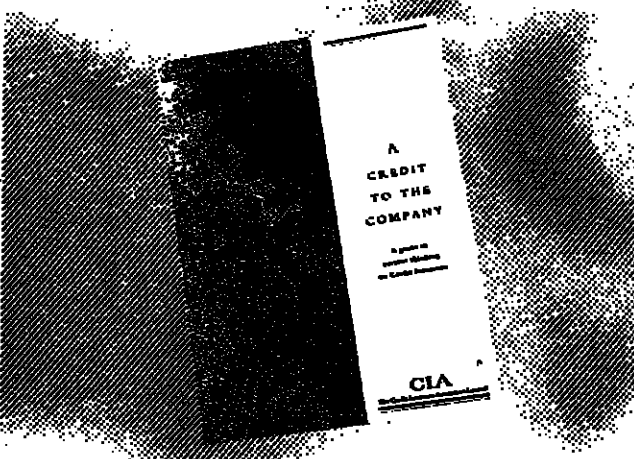
Meanwhile, users continue to express some disappointment about aspects of the service. Not least among their gripes is the recent decision to cancel a huge computerisation project which would have permitted far quicker capture and recovery of information, and might have allowed documents to be electronically read.

They also say that insufficient scrutiny goes into the filing of returns, so that many have omissions such as failing to show the registered office or the names and addresses of all directors.

More generally, Companies House sees its role as essentially clerical: to receive, store and retrieve basic corporate information, while examining for only the most cursory mistakes. No one in Cardiff, nor in the Department of Trade and Industry in London, seems to look at accounts in detail to ensure compliance with accounting standards or wider regulatory issues, or to investigate concerns highlighted in auditors' reports.

That said, David Durham argues that the UK still provides one of the most efficient sources of company information in Europe.

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CREDIT MANAGEMENT 3

Catherine Milton hears about the travails of a private mortgage company

From the depths of the slump



FACTORS AND DISCOUNTERS

Fingers on the pulse

THE factors and invoice discounters believe that the economic upturn, when it comes, will be their golden opportunity for growth. Not just because increased economic activity will boost business but because the banks, chastened by their losses during the recession, will be very cautious with their lending.

The factors, too, have had to absorb losses. But because they monitor their clients' performance far more closely than the bank manager does his, they are in a better position to spot when a company is running into trouble.

The factors themselves have been advancing this argument for many years but there are now signs that the banks, which own most of the larger factoring companies, are realising this too. In an appeal for closer cooperation between the banks, government and small business launched last month, Mr Brian Pearce, chief executive of Midland Bank, suggested that the banks should widen their use of factoring and invoice discounting to help businesses recover from the recession.

Although the banks own most of the large factoring companies, the relationship between the main branch networks and the factoring divisions has been uneasy. Many bank managers have regarded factoring as only suitable for their less creditworthy customers. The factors for their part have welcomed business which came to them by means of the branch network but have been reluctant to become too dependent on it.

Factoring involves a company handing over the management of its sales ledger to the factor in return for an immediate advance of up to 90 per cent of the value of its invoices. This represents a far more generous valuation of trade debts than the 35-50 per cent most bank managers would allow and can lead to a dramatic improvement in the company's cash flow. The factor monitors when his client's customers settle their bills and can warn of impending difficulties.

Factoring is typically used by the smaller company which has not yet developed a sophisticated system of managing its sales ledger. For the larger company, with more highly developed credit management system, invoice discounting is more appropriate. The invoice discounter provides cash

against invoices but the client retains control of his sales ledger.

Although concrete proof of the upturn has yet to come through there are already signs of an increase in factoring volumes. Sales financed by the UK's 11 largest factors rose by 13 per cent to £16bn in 1992 compared with a rise of only 2.5 per cent the year before, according to the Association of British Factors and Discounters (ABFD). The number of companies using factoring increased by 7 per cent to 9,231.

"We must be the only business financing sector which can point to growth," comments Mr Alan Hughes, chairman of the ABFD and managing director of Griffin Factors (part of Midland Bank).

Domestic factoring rose by 8 per cent to £5.6bn while invoice discounting increased by double that rate to £9.7bn. In spite of the imminent creation of the single European market and publicity given to the importance of overseas trade, import and export factoring continued to be the lag-

gard of the industry, rising just 7 per cent to £643m. An encouraging development was a 1 per cent fall in bad debts absorbed by UK factors to £13.1m - the first drop in six years.

One niche where factoring has established itself is in the financing of management buy-outs and venture capital deals. More than 10 per cent of the £20m of finance advanced by factors and invoice discounters over the past two years has been linked to venture capital transactions, the ABFD calculates.

Increased enthusiasm on the part of senior bankers for factoring and the effects of an intensive marketing campaign over the past four years by the industry may succeed in breaking down residual resistance to it as a method of finance. For some business owners and managers, factoring retains an image as being a slightly unsavoury form of finance suitable only for companies about to fold. Even ownership of the main factors by the banks has not succeeded entirely in erasing this impres-

The number of companies using factors is steadily growing

ston, which dates from irresponsible factoring activities as far back as the 1960s.

A continuing problem for the industry is a perception among many businesses that it is an expensive way of raising money. Apart from typically paying 3 per cent above bank base rate for the cash provided against invoices, a company would also pay between 0.75 and 3 per cent of turnover for the factoring service. Invoice discounting, which does not involve so much work on the part of the factor/invoice discounter, can cost between 0.1 and 1 per cent of turnover.

For companies working on very narrow margins the cost of the service could prove a deterrent. For others, the factors argue, the savings achieved on the cost of running a sales ledger department and from being paid more promptly, more than outweigh the costs.

Now that all the large UK banks have their factoring arms there has been little change among the bigger players over the past year or so. Lloyds Bank has two separate factoring divisions, Alex Lawrie and International Factors. Barclays has Barclays Commercial Services, National Westminster has Lombard NatWest Commercial Services while Midland has Griffin.

The past year has seen some changes among the smaller players, however. AIB Commercial Finance, part of the Irish AIB banking group, withdrew from invoice discounting at the end of 1992 after failing to achieve the scale of business it had hoped for. Kellogg, a Bank of Scotland subsidiary, took on the continuing business in AIB's portfolio.

Venture Factors, which had been owned by the United Bank of Kuwait, was acquired in mid-1992 by IFN Factors, part of the Dutch ABN Amro Bank group. This made it the second Dutch-owned factor/invoice discounter in the UK alongside De Lage Landen, which is owned by Rabobank. Venture Factors plans to concentrate on providing invoice discounting to the UK subsidiaries of continental European companies, says Mr Tony Cox, managing director.

A third development in the industry was the expansion of Causeway Invoice Discounting into factoring through the purchase of Finance for Business (Europe), a private company owned by a group of individual investors in the north west of

England. "By offering only invoice discounting we were precluded from doing business with quite a lot of companies which were fundable but where the administration and sales ledger management left something to be desired," says Mr Brian Sumner, managing director.

Causeway's move represents an intriguing development following several years in which invoice discounting has been the fastest growth sector.

Charles Batchelor

MR RICHARD ANDERSON is head of underwriting at the Household Mortgage Corporation, the privately-owned residential mortgage company. During 1990 he regularly consulted a "knowledge" engineer about his job.

He was not suffering from brain strain. The discussions he had were part of the company's attempt to speed up its underwriting but maintain consistency through automation.

The company, which is roughly the same size (in terms of assets) as the Chelsea Building Society, 12th or 13th largest in the UK, has traded through the housing slump, serving about 35,000 customers with about £20m worth of business on its books.

HMC last year announced bad debt provisions of \$4.15m for the year to end-March 1991, sharply up from £2.3m the previous year. This was relatively modest compared with other lenders. Its pre-tax profits had more than doubled in the year to March 1991 from £2.1m to £5.16m.

The company says it identified four priorities in the 1990s as the need to maintain:

- the quality of its loan book in a difficult market;
- protection against fraud through scrutiny of applications;
- fast turnaround of mortgage applications - generally within 24 hours;
- current staff levels to handle a larger volume of applications when the market recovers.

Automation seemed the logical route. HMC turned to Infolink Decision Services, one of the UK's four main suppliers and designers of credit scoring systems.

A report into credit scoring published last year by the Office of Fair Trading found that the number of lenders using some form of credit scoring system in the UK has grown recently.

The OFT said: "Credit scoring is now an established and integral part of the procedures of much of the credit industry. Credit scoring is used extensively by many if not all the major lenders in banks, credit and charge card issuers, finance houses, building societies, retailers, mail order companies and direct selling companies as well as other lenders."

Mr Anderson says: "We wanted the computer to do what underwriters have always done manually. For example, we wanted it to check the distance between a person's place of work and the property. There may be a very good reason why someone who gives a work address in the North of Scotland is buying in the South East of England, but it is unusual."

The company believed a computer could reach a level of consistency in underwriting which would normally take the

combined efforts of several people to achieve.

The computer would also leave underwriters free to attend to less straightforward applications where judgment is important.

This consistency is a main element in detecting fraud, but the system is also designed to deter fraudsters. Mr Anderson says: "There is a certain amount of shouting-from-the-treetops. We want people who

Credit scoring is established practice among banks, credit and charge card issuers

are considering these kinds of frauds to know that their chances of success at HMC are slim."

But HMC wanted a system capable of producing a report which would allow underwriters to see clearly how the computer had arrived at its conclusion and investigate as appropriate rather than simply scoring applications.

It was at this point that Infolink sent in the knowledge engineer. This was to try and identify the values behind HMC's underwriting decisions.

Mr Anderson says: "The psychologist was sent in to try and understand the way we underwrite. We will deal with a loan application and we will look at certain facets of that application. "We had to give

examples of what we would and would not accept and the relative importance of different factors in that decision." Infolink studied the risk weighting HMC gave factors such as income, age and employment history, for each particular product. It also looked at cases which had been declined and the performance of those which had been accepted.

Today, as each application form arrives at HMC, the operator will type in the name and address, which triggers a credit reference request. By the time the operator has finished inputting details, the credit reference will have been returned and will be weighted. An assessment breakdown form - based on the scrutiny of more than 100 factors - is then produced for underwriters to check.

The procedure usually takes about 10 minutes. The old manual system took an average of two hours assuming no distractions from colleagues or telephone calls.

Mr Anderson insists that the system has no flaws, although he admits to having dotted a few i's and crossed a few t's in the early stages after installation. The company is equally silent about the cost of the system. The OFT described cost of such systems as "substantial" and requiring a volume of business for the increased efficiency generated by its use to offset the cost within the life of the system.

Mr Anderson said: "You are not talking about a £10,000 system. But it has already picked up a couple of cases of what we believe to be attempted fraud."

The company is also anxious to stamp on the idea that automation could lead to job losses. HMC has not reduced staff numbers since installation of the system, although some staff have been moved into the darker side of HMC's credit management - arrears management.

Mr Geoff Wagland, HMC's corporate affairs manager, says arrears management is one area in which computers are unlikely to make much of an increased contribution: "This is where the customer services element really comes into its own. This is where you need people, although computers can help."

All mortgage repayments are made to HMC by direct debit and the company will let customers know the debit has not been honoured before their bank does: "We will get on to a customer in difficulties very, very quickly so as to work out a solution that works for both parties."

He says: "If you have got it right in the first instance then customers don't get into difficulties without a good reason." That is why his company puts such emphasis on underwriting quality and its computerised credit system.

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CREDIT MANAGEMENT 4

Slower payment is adding to industry's heavy burden, says Tim Dickson

A pernicious symptom of recession

ONE man's meat is another man's poison. Directors of big, publicly quoted companies might reflect on this if they boast about their cash management achievements during the current financial reporting season.

Reduced working capital is achievable in a number of ways including better stock control. But as every company accounts department knows, one of the crudest, if most effective, methods is to chase up customer debtors and keep supplier creditors at bay.

The problem of late payment always surfaces during a recession - when money is tight and banks are twitchy - and the economic downturn of the early 1990s has been no exception.

All companies suffer but small businesses with limited resources definitely bear the brunt. Legislation is planned which will force businesses of a certain size to state publicly in their annual accounts how long it takes them to pay their bills. But there are growing calls for tougher action, including compulsory financial penalties for offenders.

All the recent evidence suggests that the recession is lengthening payment delays. The Association of British Factors and Discounters says that the time taken for European companies to pay their debts increased on average by one third in 1992. Even in Germany, payment periods have widened from 30 to around 50 days.

Trade Indemnity, the UK credit insurer, showed in a survey published last month that only 3 per cent of 600 companies polled in December were being paid on time.

The additional cost of interest on borrowed money (or loss of interest for companies in the black) obviously feeds through to lower trading margins. Creditors without a formal funding facility, of course, will suffer bigger penalties so that profitable companies can run into serious cash flow difficulties.

On top of this the cost of systems and resources allocated to address overdue debt should not be forgotten; nor can the VAT effects of late payment be overlooked. Businesses are often paying output VAT before the money has been received from customers, thus leading to a further cost of loss of interest.

All in all late payment could amount to 3 to 5 per cent of operating costs - a significant number in today's tough market conditions. German experience may indeed be worsening - but given that the annual average payment delay in the UK is more like 78 days what is happening elsewhere is of more than academic interest. The average collection period in the US is 54 days.

The Department of Trade and Industry has issued a payments procedure. And the Confederation of British Industry, which says that late payment threatens the survival of one in five of its members, has a "prompt payers" code. Only



ROGER BALE

400 businesses out of the 250,000 members have signed up through the list includes Esso, Boots, British Airways and Glaxo.

The Government's disclosure plan - which should be in force by the end of the year - is the first legally binding initiative in the late payments area. The hope is that large companies will be embarrassed to admit to bad practice, and will therefore be shamed into pulling up their socks. The rights of redress for an injured party have always been available through the Sale of Goods Act - but many smaller suppliers are reluctant to cause a fuss for fear of losing out on

future business.

Mr Kerry McKevitt, a director of UCMCL, Beaconsfield-based credit consultants, regrets that the legislation does not go further. "It is unfortunate that it does not include the statutory requirement of all companies to disclose both their collection days and their payment days, to enable direct comparison," he says. "If, for example, a company showed it collected its debts in 45 days there would be little moral justification for paying its creditors in 65 days - the difference equating to an additional 20 days financing from its creditors."

Many small business lobby-

ists - such as the Forum for Private Business - believe there should be a statutory right to interest on overdue payments. All EC member states - except Britain and Ireland - have such a legal right but according to the European Commission there is no conclusive evidence that this improves the situation.

McKevitt suggests that rather than compulsorily debiting offending companies it may be better for the interest at least to be separately accounted for by businesses. This would provide the DTI with evidence of the cost and effect of late payment to industry - and enable the Department to take better remedial action in future.

McKevitt acknowledges the administrative complexities of such schemes, but he claims the introduction of statutory interest in Germany has been beneficial for investment.

The idea of a prompt payment standard - or kitemark - has recently been floated by the Institute of Credit Management, which has approached both the British Standards Institution and the government for a response.

The institute's original plan was for a prompt payment clause to be added to BS5750, a quality management standard which has won widespread acceptance. But this was rejected by the BSI.

The proposed kitemark would commit companies to paying their bills by the date stipulated in the agreed terms.

INSURANCE PROTECTION

It began with a man called Cuthbert

IN THE rapids of risk management, domestic credit insurance has been a somewhat forgotten tributary, quietly providing some traders with cover against losses due to insolvency or protracted default by the buyers of their goods.

Credit insurance was invented at the turn of the century by Mr Cuthbert Heath, the innovative underwriter who in the late 19th century steered Lloyd's of London away from its exclusive concentration on insuring ships.

In 1938, however, the then ruling Committee of Lloyd's banned underwriters from writing credit insurance, following concern over a fraud case in the 1920s which centred on imaginary Swedish buses and taxis and saw underwriters liable for £367,000.

This left the field clear for Trade Indemnity, which still remains overwhelmingly the market leader in domestic credit insurance, and of which Mr Heath was a founding member in March 1918.

The domestic credit insurance market was worth £140m in 1992 and TI's share was 82 per cent, according to Datamonitor, a market research firm. TI believes it insures 15 per cent of all UK companies that could use credit insurance.

In the same year Datamonitor estimated that Panfinancial, a conglomerate formed by Japanese, Swedish and Finnish insurers in the early 1990s, had 9 per cent, with the Belgian company Namur accounting for 7 per cent.

NCM (UK), which first entered the market for domestic credit insurance in April 1992, had only about 2 per cent of the UK's domestic credit insurance but its presence is significant.

The Dutch private sector credit insurer is dominant in the UK export credit insurance market. In 1992 NCM had 70 per cent of business worth £35m following its purchase of the short-term business of the Export Credits Guarantee Department in December 1991.

The Dutch insurer Aegon and the French insurer Assurances Générales de France (AGF) have also established footholds in an industry experiencing a period of fairly rapid change.

Mr Bryan Squibb, sales director of the specialist brokers, the Credit Insurance Association (CIA), said: "Things have changed dramatically. NCM is pushing case-for-case against TI. Last year TI was forced to push up its rates and that allowed NCM to go in and write a number of domestic policies. The competition has forced everyone to respond with aggressive policies which is great for customers."

The growing number of insolvencies in the UK means the market is expanding as more companies seek to buy

policies. CIA says "extensive" research it commissioned from an independent agency indicates strong concerns about credit risk and the risk of non-payment among medium and large companies. Three out of four respondents were experiencing problems in obtaining payment within agreed credit periods.

Twin benchmarks in the development of the industry were the failures of Lowndes Queensway, the retail group, and Coloroll, the home furnishings group, in the summer of 1990. Insured credit losses stemming from the Coloroll collapse amounted to between £5m and £20m.

Trade Indemnity, founded by Cuthbert Heath in 1918, has been the UK leader in credit insurance since 1936

The other side of this picture is that in such parlous trading conditions insurers face losses as claims increase.

In more buoyant times credit insurers are almost unique in the broader insurance market because they routinely return profits on premium income rather than relying on investments. This, and the potential for expansion in the market, are perhaps both reasons that Lloyd's has been reconsidering its credit insurance ban and why some large continental European insurers have recently entered the market.

And technological innovation in the field is introducing new products which can be cheaper and are available to smaller companies. In general customers pay less than 1 per cent of turnover, depending on the sector they operate in and how well they are judged to control credit risk.

The arrival in the industry of Infocheck's computerised on-line credit insurance policies has, however, created a new product range, some of which is specifically aimed at smaller companies.

The traditional "whole turnover" credit insurance nor-

mally protects all sales under a single policy. The policy provides the credit manager with financial advice on all principal customers. Generally the insured will self-insure an element of each credit limit. Indemnity is typically 80 to 85 per cent.

The risk posed by each buyer varies so the credit insurer may wish to vary the credit limit. For this reason credit insurers stress the financial advice and management side of their service. They say credit insurance is a discipline on, and a back-up to, credit control. Many companies put their futures at risk because they are unaware that their credit may be up to 40 per cent of their current assets, they say.

The other main traditional type of policy is excess of loss or "catastrophe" insurance. The insured will agree a "first loss" or non qualifying loss designed to eliminate predictable lower level losses. A very large "layer" of cover is then purchased in excess of this self insured portion.

In 1991 Infocheck began offering computerised variations of these traditional products and others under two credit insurance policies, both underwritten by AIA Underwriting Agencies. These are both essentially spin-offs from their UK business information database. One of the policies is aimed at companies with insurable turnover of more than £2m and the other at those falling under that limit.

Once the policy is in place the customer can access Infocheck's on-line information system and extract information about buyers. At the end of the information a credit limit is presented and the customer asked to accept or reject it. If the customer accepts it coverage is immediate.

This was initially dismissed by more established players in the market as crude compared with their traditional bespoke approach which depends on the specialist experience of underwriters who consider each customer individually. It is understood, however, that most of the big companies are now considering similar on-line facilities.

Catherine Milton

Andrew Jack on debt-chasers' image problem

Rat-catcher syndrome

TIMES MAY be tough for companies and individuals who owe money, but the debt collection industry claims that they are no more pleasant for it either as a result of the UK's prolonged recession.

"We had a record year," says Mr David Baber, chairman and managing director of Credit Protection Association. Turnover in 1992 was up 40 per cent to £7m, and profits stood at £3.2m.

Intrum Justitia, the Swedish-based debt collection group which claims to be the biggest

in Europe and possibly the world, says profits rose by more than a third last year to £11.6m, on turnover up by nearly a half to £75m.

Mr Baber says that his company has more than 4,000 regular customers on its books seeking to recover unpaid bills, and a further 6,000 who pay on an ad hoc basis. "On any day we could be sending out 1,500 letters," he says. "We have about 2,000 cases at some stage of legal action with a solicitor retained."

Yet the industry claims that

the recession has not been good news. "There's a lot less meat on the bone," says Mr Larry Lewis, chairman and joint managing director of the Lewis Group. "We have to work harder in a recession."

That is in spite of his company's 1992 increase in profits to £720,000 from £243,000 in the previous year.

The argument is that both consumers and companies have become much more reluctant to pay their debts during the recession. Consumer spending has declined in response to the downturn, reducing the size of the market.

At the same time, companies which are owed money have increasingly brought their debt recovery work in-house rather than contracting it out. They have turned to other solutions to outstanding debts such as factoring. There has also been a sharp increase in competition.

Traditionally, solicitors did not want to be associated with debt recovery. Now, some

TRADE CREDIT INSURANCE (1992 %)			
Market Shares	Domestic	Export	Total
NCM Credit	2	70	23
Trade Indemnity	82	20	63
ECOI	9	10	3
Panfinancial	7	9	3
Namur	100	100	100
Total			
Size of Market	£140m	£85m	£225m

Source: Datamonitor Research

argue, the collapse of the over-inflated monopoly and of the housing market has forced firms to turn to new areas. They have been aided by new computer systems and the relaxation of restrictions of advertising. Indeed, one recent survey showed that lawyers accounted for four-fifths of the advertisements in a trade journal for debt collection services.

The hard-nosed attitudes and the stigmatised image of the industry remain. Call many of the UK's debt collection groups and it is difficult to get past the tenacious operator who answers the phone, let alone get through to speak to the managing director.

"The general reputation in the UK is appalling," says Mr Jan Erik Paulsen, group communications manager at Intrum Justitia. "You only have to go to a party and tell people what you do and see the reaction."

The negative attitudes are partly a function of the many hundreds of localised door-to-door collectors around the country, who are often paid on commission and may apply less than scrupulous methods

There are many hundreds of door-to-door collectors operating around the country on commission

to help aid recoveries.

There are also the scare stories of knee-cappers with even more ruthless means. "Some probably does go on," says Mr Baber. "Some very large people certainly come round to our offices from time to time offering their services."

New causes for concern include access to sensitive personal data, which the collectors can use to make assessments of individuals' and companies' ability to pay.

Generally, the negativity relates to the perceived profits derived from an unpleasant act, of course. Mr Mike Scully, secretary of the Credit Services Association, says: "There is still this negative image. There are people on the fringes but this is quite a sophisticated business. I think we are necessary - evil is too strong a word - but we are necessary, like rat catchers. We are really like doctors faced with the plague. You can't cure all the

patients."

Mr Scully says that his association does have the power to dismiss or reprimand members, although it has never done so. He says he receives about two to three calls of complaint a month, many of which are trivial and many which refer to allegations against firms which are not members.

Intrum would like to see more government-inspired regulation of the industry. It helped support the association, and has its own strict code of ethics. It has also embarked on an ambitious marketing campaign with the themes of prompt payment and civility, using the slogan "Pay fair... please."

One of practitioners' biggest gripes is the slowness of the county court system for pursuing actions to recover debt. That helps explain why it is negotiating with the Lord Chancellor's Office for its members to be able to represent clients directly in court.

The structure and future shape of debt collection is changing fast. Mr Lewis points particularly to the expanding use of technology. His company is about to begin using sophisticated "predictive dialling" equipment. This automatically makes telephone calls to those being pursued, and filters out those whose numbers are unobtainable.

He says that leaves his staff far more time to speak to those who are contactable, and estimates that it helps increase the response rate from six to nine calls an hour up to about 35.

Computer equipment is also boosting the ease of issuing summonses through the courts.

Now more advanced software is helping in a wide variety of ways including credit-rating, gathering information and tracking down people and companies. Clients are able to shift bulk bad debt information rapidly and directly between their own computers and those of the debt collection agencies.

Meanwhile, the debt recoverers are increasingly trying to encourage clients to employ them at an earlier stage. That has substantial cash flow advantages and offers a more regular all-in fee rather than a commission-based structure.

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Robert Rice on the implications of recovering debts through the courts

A lot of time and money

USING the courts to recover debts is both time-consuming and costly.

There is little point in taking legal action unless the creditor is sure that the debtor has the necessary funds or assets to meet the debt if the court orders payment.

Before embarking on court action creditors should see first whether a solicitor's letter or placing the debt in the hands of a debt collector will produce the desired result.

Actions to recover debt can be brought in the High Court, the county court or under the county court small claims procedure.

The rules governing where an action should be started changed in July 1991, to bring more claims within the cheaper, quicker and less formal small claims procedure and to prevent trivial cases clogging up the High Court.

The £5,000 upper limit on the jurisdiction of the county court was abolished and the court given unlimited jurisdiction. The jurisdiction of the small claims court doubled to £1,000.

Cases are now allocated between the High Court and the county courts on a simple formula basis. Cases involving sums up to £25,000 should start in the county court as a matter of course. Cases between £25,000 and £50,000 should normally start in the county court unless they are complex or involve important questions of law and fact. Cases involving more than £50,000 should auto-

matically start in the High Court.

The High Court also has new powers to transfer cases to the county court either where the case should have started there in the first place or where it feels the case is straightforward enough to be heard at a lower level.

In practice, this means a number of cases involving more than £50,000 will be transferred down to the county court each year. Plaintiffs who attempt to bring an action in the High Court which should have been started in the county court risk having their case struck out.

Before these changes a huge volume of debt actions which should have been started in the county court were brought in the High Court. Even in 1991, the last year for which figures are available, 46 per cent of claims brought in the High Court in London were for amounts below the old county court jurisdiction limit of £25,000. Over 80 per cent of them were debt or return of goods cases.

There were a number of reasons for the popularity of the High Court as opposed to the county court in debt cases: the availability of the quick summary judgment procedure; the perceived efficiency of the High Court enforcement officers compared with county court bailiffs; and the availability of remedies not available in the lower courts.

Along with the jurisdictional

changes, however, the county courts now have powers to make any orders which could have been made by the High Court if the action had been brought there, although this does not extend to the granting of Anton Piller orders and Mareva injunctions. (Mareva injunctions are granted to prevent the transfer of assets and Anton Piller orders to prevent destruction of documents.)

Creditors who are anxious to prevent debtor companies destroying assets or transferring them abroad to avoid payment, therefore, may still wish to commence their actions in the High Court.

For all practical purposes, however, the county court has become the focus for debt actions. Actions are commenced in the county court by issue of a summons and in the High Court by the issue of a writ of *Fieri Facias* (F.F.).

The procedure after a summons or writ is broadly the same. If the defendant enters a defence the issue may go to trial. County court cases involving sums up to £1,000 are dealt with by district judges by way of arbitration under the small claims procedure unless they are legally or factually complex. The arbitrations are informal and do not adhere strictly to court procedures. Parties are encouraged to handle small claims by themselves rather than being represented by a lawyer. Legal aid is not available and normally the winning party cannot recover the cost of legal representation from the loser.

Alternatively, the defendant may admit the claim and make an offer of payment. If the creditor accepts the offer, judgment will be entered in his favour. If he rejects it, a "disposal hearing" will take place at which the court will set the amount the defendant has to pay, and, if he is ordered to pay by instalments, the amount of each instalment. If the defendant fails to respond to the summons alto-

gether the creditor can obtain judgment in default without any examination of the merits of his claim.

Where at least £10 is outstanding on a county court debt one month after judgment the debt is recorded on the Register of County Court Judgments. Entries can be cancelled when a judgment is set aside or is paid in full within one month. All entries are automatically removed after six years. Entries on the register can affect a person's ability to get credit in future and act as an incentive to pay off outstanding debts.

Once the plaintiff has obtained judgment in his favour and the debt has not been paid he has a "judgment debt" and can take immediate steps to enforce it.

There are various methods of enforcing judgments in the county courts. The most common, but one of the least effective, is the "warrant of execution" where the court orders an enforcement officer or bailiff to seize and sell by public auction goods belonging to the debtor. Tools of a trade and essential household items are exempt from seizure. The number of execution warrants continues to rise in spite of evidence suggesting bailiffs rarely recover goods sufficient to cover debts. In 1991 the last year for which figures are available 1,47m execution warrants were issued, an increase of 10 per cent in 1990.

A creditor can obtain a charging order on a debtor's property, for example, his house. If the debtor later sells



The High Court's bankruptcy building in London: an address synonymous with financial misfortune

the property the creditor is assured of receiving some money. The number of applications for charging orders rose from 34,970 in 1990 to 45,367 in 1991.

Another common form of enforcement is attachment of earnings which obliges the debtor's employer to deduct a

set sum from the debtor's salary. The number of orders made in 1991 rose to 54,508 from 48,118 in 1990.

A Garnishee order enables money owed to the debtor by a third party (the garnishee), usually a bank or building society, to be held for the benefit of the creditor. The Garnishee order is little used - only 5,380 were issued in 1991.

An administration order allows a debtor with multiple debts not exceeding £5,000 and at least one of which must be a judgment debt which he is unable to pay immediately, to apply to discharge all his obligations by making regular payments into court which are distributed among his creditors on a pro rata basis. When such an order has been made creditors are forbidden to take other enforcement measures without the specific authority of the court.

Administration orders can be made on the application of the debtor, a creditor, or by the court itself. The number

granted rose by 43 per cent in 1991 to 8,496. Several changes to the administration order were made in the 1990 Courts and Legal Services Act. They include abolition of the £5,000 limit and need for at least one judgment debt, and the imposition of a three year time limit on the order.

If no action is taken to recover a debt for six years it becomes statute barred and no action can be taken.

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Software plays a powerful new role, explains Claire Gooding

Critical analysis in depth

CREDIT managers are looking for more from their computer services than mere credit scoring in the 1990s. During the recession, they are more likely to need help in assessing which bad debts are most likely to be repaid.

As in every other sphere of business, users are looking for software which allows them to react more efficiently to change, create better control, and make better decisions. The truth about computers is they can only make the decisions they are programmed to make. Even the all-seeing Hal in the film epic 2001 was subject to that rule. Another truth is that, however comprehensive and voluminous the data they store, it is only useful as information if it is easily accessible.

As an application, credit management has followed the trend of computing in general - mainframes, bureau services, then devolution to the in-house minicomputer and ultimately, the PC. At the same time, the agenda has changed for credit managers. They are looking for better and more responsive control of existing data, often achieved by attaching a PC to feed from mainframe-held data for sampling and testing.

Further, the trend is to extend the grasp of useful information at all points of the credit cycle, not purely for credit scoring, before the loan is made, but later, when things go wrong. The last five years have seen growth and innovation in software for credit management. There are now an increasing number of options, in controlling different phases of the credit cycle, and in the hardware. PC and otherwise, available to run them.

The first scoring techniques were developed about 20 years

ago, pioneered by Fair Isaac and Co. Computerised databases made it possible to store statistics on which decisions about credit are based.

The system evaluates financial and non-financial characteristics of an applicant, assigning points according to the answers. The scoring system is defined by a table, derived from past experience.

For the first 10 years, the mainframe was the only practical option. The main growth of credit scoring systems has been in the last 10 years, particularly among mail order and

two ex-Infolink employees, has developed a Decision Support System tailored to scorecard modelling. Its aim is to help users through the complex business of building the scorecard accurately. DSS is written in a 4GL and is PC-based, using graphical user interfaces (GUIs) for ease of use. According to Khyolou, the process of developing a scorecard can cost up to £30,000 using outside resources; for two scorecards, developed with in-house expertise, DSS is not only a cheaper solution, but more flexible.

Extending the credit-scoring

and which to allocate to agents. "It's easier to control and monitor. The better selection and targeting of accounts makes for improved cost per pound recovered."

The problem of bad debts plagues smaller companies as well as the large institutional lenders. For the smaller companies, PC solutions are becoming available to collect and control cash, and monitor debtors. C2 is a credit management package from ACS, based in Rochester, providing daily reminders and automatic documentation for debt recovery. Business Information Technology Systems, of Ripon, North Yorks, provides a Credit Check database, updated weekly by disk, which keeps a regular check on the creditworthiness of customers, suppliers, subcontractors, competitors, or prospects, covering companies of all sizes.

Personal experience - the gut feel to distinguish between one who constantly lives in the red and another who will not be so much as a day late paying the bill - is not so easy to encapsulate as hard facts.

Nevertheless, credit management has often been held up as an example of innovative use of so-called "expert systems", in which human experience is distilled in systems which aid decision-making, and can even automate some of the processes of screening. These systems are based on a mixture of human "gut feel" experience and statistical evidence. Nevertheless, they can never make the decisions, they can only present a statistical "likelihood" in any given situation.

As with any area of computing, there is no such thing as the ultimate answer. What there is, however, is an increasing potential for flexible solutions.

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Users are looking for software which allows them to react more efficiently to change

retailing users. Fair Isaac have been joined by other dominant suppliers, CCN, MDS and Mathtec. In installing credit-scoring systems in UK banks, finance companies and other creditors, particularly in the last five years, Bureau services are available from Equifax, Scorex, and Infolink.

Now, power has come to the desktop for computer users in credit management. At first sight, this is an application which needs more than PC power, because of the volume of data involved, a problem overcome by linking to the mainframe. Combined with the flexibility of fourth generation languages (4GLs), they offer speed of reaction, because 4GLs can be used to develop speedy prototypes and one-off experiments, and an ability to check and "own" the data.

"Bureaux always have problems in making the data flexible," comments Jalel Khyolou of Paragon Business Solutions, based in West London. "There is always some hassle with the format." Paragon, founded by

principle to debt recovery, SSI Nynex developed its Debt Recovery System, now used, inter alia, in Marks & Spencer Financial Services, Girobank, and Diners Club. According to Andy Swain, an account manager in debt recovery working for the London-based distributor of the software, AST, the time has come for a more constructive role for computer services than purely the timing and administration of litigation. "What we offer is a broader view of debt recovery. For as many as 250,000 accounts, lenders are having to pay heavy fees trying to recover bad debts, through structured payments or through outside debt collectors. With our system, we can select the people most likely to pay by assessing the age, balance, and other criteria."

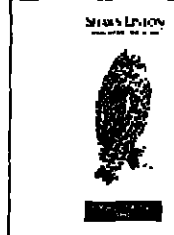
The two advantages of using the system are, he suggests, in speed of reaction, and in establishing the recoverability of debts. This is particularly important in deciding which accounts to take to legislation,

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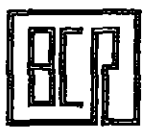
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2257	2057	2000	2000
2258	2058	2000	2000
2259	2059	2000	2000
2260	2060	2000	2000
2261	2061	2000	2000
2262	2062	2000	2000
2263	2063	2000	2000
2264	2064	2000	2000
2265	2065	2000	2000
2266	2066	2000	2000
2267	2067	2000	2000
2268	2068	2000	2000
2269	2069	2000	2000
2270	2070	2000	2000
2271	2071	2000	2000
2272	2072	2000	2000
2273	2073	2000	2000
2274	2074	2000	2000
2275	2075	2000	2000
2276	2076	2000	2000
2277	2077	2000	2000
2278	2078	2000	2000
2279	2079	2000	2000

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United States	100.00	100.00	100.00
Canada	99.99	99.99	99.99
United Kingdom	99.98	99.98	99.98
France	99.97	99.97	99.97
Germany	99.96	99.96	99.96
Italy	99.95	99.95	99.95
Spain	99.94	99.94	99.94
Sweden	99.93	99.93	99.93
Switzerland	99.92	99.92	99.92
Belgium	99.91	99.91	99.91
Netherlands	99.90	99.90	99.90
Austria	99.89	99.89	99.89
Portugal	99.88	99.88	99.88
Greece	99.87	99.87	99.87
Denmark	99.86	99.86	99.86
Finland	99.85	99.85	99.85
Norway	99.84	99.84	99.84
Ireland	99.83	99.83	99.83
Japan	99.82	99.82	99.82
South Korea	99.81	99.81	99.81
Taiwan	99.80	99.80	99.80
Hong Kong	99.79	99.79	99.79
Singapore	99.78	99.78	99.78
Malaysia	99.77	99.77	99.77
Thailand	99.76	99.76	99.76
Philippines	99.75	99.75	99.75
Indonesia	99.74	99.74	99.74
Brazil	99.73	99.73	99.73
Argentina	99.72	99.72	99.72
Chile	99.71	99.71	99.71
Colombia	99.70	99.70	99.70
Venezuela	99.69	99.69	99.69
Ecuador	99.68	99.68	99.68
Peru	99.67	99.67	99.67
Bolivia	99.66	99.66	99.66
Paraguay	99.65	99.65	99.65
Uruguay	99.64	99.64	99.64
Costa Rica	99.63	99.63	99.63
Panama	99.62	99.62	99.62
Honduras	99.61	99.61	99.61
Guatemala	99.60	99.60	99.60
El Salvador	99.59	99.59	99.59
Nicaragua	99.58	99.58	99.58
Haiti	99.57	99.57	99.57
Dominican Republic	99.56	99.56	99.56
Jamaica	99.55	99.55	99.55
Trinidad and Tobago	99.54	99.54	99.54
Guyana	99.53	99.53	99.53
Suriname	99.52	99.52	99.52
French Guiana	99.51	99.51	99.51
Guadeloupe	99.50	99.50	99.50
Martinique	99.49	99.49	99.49
Reunion	99.48	99.48	99.48
Mayotte	99.47	99.47	99.47
French Polynesia	99.46	99.46	99.46
New Caledonia	99.45	99.45	99.45
Wallis and Futuna	99.44	99.44	99.44
Polynesia	99.43	99.43	99.43
Samoa	99.42	99.42	99.42
Tonga	99.41	99.41	99.41
Fiji	99.40	99.40	99.40
Vanuatu	99.39	99.39	99.39
Solomon Islands	99.38	99.38	99.38
Papua New Guinea	99.37	99.37	99.37
Timor-Leste	99.36	99.36	99.36
East Timor	99.35	99.35	99.35
Myanmar	99.34	99.34	99.34
Burma	99.33	99.33	99.33
Laos	99.32	99.32	99.32
Cambodia	99.31	99.31	99.31
Thailand	99.30	99.30	99.30
Malaysia	99.29	99.29	99.29
Singapore	99.28	99.28	99.28
Hong Kong	99.27	99.27	99.27
Taiwan	99.26	99.26	99.26
South Korea	99.25	99.25	99.25
Japan	99.24	99.24	99.24
United States	99.23	99.23	99.23
Canada	99.22	99.22	99.22
United Kingdom	99.21	99.21	99.21
France	99.20	99.20	99.20
Germany	99.19	99.19	99.19
Italy	99.18	99.18	99.18
Spain	99.17	99.17	99.17
Sweden	99.16	99.16	99.16
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Income	20	177.03	177.91	180.21	149.58	13.34																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																										
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Men		Women		Total	
1st	25.77	25.77	25.77	25.77	25.77
2nd	25.77	25.77	25.77	25.77	25.77
3rd	25.77	25.77	25.77	25.77	25.77
4th	25.77	25.77	25.77	25.77	25.77
5th	25.77	25.77	25.77	25.77	25.77
6th	25.77	25.77	25.77	25.77	25.77
7th	25.77	25.77	25.77	25.77	25.77
8th	25.77	25.77	25.77	25.77	25.77
9th	25.77	25.77	25.77	25.77	25.77
10th	25.77	25.77	25.77	25.77	25.77
11th	25.77	25.77	25.77	25.77	25.77
12th	25.77	25.77	25.77	25.77	25.77
13th	25.77	25.77	25.77	25.77	25.77
14th	25.77	25.77	25.77	25.77	25.77
15th	25.77	25.77	25.77	25.77	25.77
16th	25.77	25.77	25.77	25.77	25.77
17th	25.77	25.77	25.77	25.77	25.77
18th	25.77	25.77	25.77	25.77	25.77
19th	25.77	25.77	25.77	25.77	25.77
20th	25.77	25.77	25.77	25.77	25.77
21st	25.77	25.77	25.77	25.77	25.77
22nd	25.77	25.77	25.77	25.77	25.77
23rd	25.77	25.77	25.77	25.77	25.77
24th	25.77	25.77	25.77	25.77	25.77
25th	25.77	25.77	25.77	25.77	25.77
26th	25.77	25.77	25.77	25.77	25.77
27th	25.77	25.77	25.77	25.77	25.77
28th	25.77	25.77	25.77	25.77	25.77
29th	25.77	25.77	25.77	25.77	25.77
30th	25.77	25.77	25.77	25.77	25.77
31st	25.77	25.77	25.77	25.77	25.77
32nd	25.77	25.77	25.77	25.77	25.77
33rd	25.77	25.77	25.77	25.77	25.77
34th	25.77	25.77	25.77	25.77	25.77
35th	25.77	25.77	25.77	25.77	25.77
36th	25.77	25.77	25.77	25.77	25.77
37th	25.77	25.77	25.77	25.77	25.77
38th	25.77	25.77	25.77	25.77	25.77
39th	25.77	25.77	25.77	25.77	25.77
40th	25.77	25.77	25.77	25.77	25.77
41st	25.77	25.77	25.77	25.77	25.77
42nd	25.77	25.77	25.77	25.77	25.77
43rd	25.77	25.77	25.77	25.77	25.77
44th	25.77	25.77	25.77	25.77	25.77
45th	25.77	25.77	25.77	25.77	25.77
46th	25.77	25.77	25.77	25.77	25.77
47th	25.77	25.77	25.77	25.77	25.77
48th	25.77	25.77	25.77	25.77	25.77
49th	25.77	25.77	25.77	25.77	25.77
50th	25.77	25.77	25.77	25.77	25.77
51st	25.77	25.77	25.77	25.77	25.77
52nd	25.77	25.77	25.77	25.77	25.77
53rd	25.77	25.77	25.77	25.77	25.77
54th	25.77	25.77	25.77	25.77	25.77
55th	25.77	25.77	25.77	25.77	25.77
56th	25.77	25.77	25.77	25.77	25.77
57th	25.77	25.77	25.77	25.77	25.77

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INITIAL CHARGE: Charge made on sale of **HISTORIC PRICING:** The letter H denotes

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● Current Unit Trust prices are available from FT Cityline. For further details call (071) 873 4378.

JERSEY (SIS RECOGNISED)	Fund Name	ISIN	Asset Class	Manager	Assets Under Management (USD)	Returns	YTD	12-Month	3-Month
YTD	12-Month	3-Month	6-Month	1-Year	2-Year	3-Year	4-Year	5-Year	6-Year
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00				

CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

Lira suffers setback

POLITICAL upheaval in Italy sent the lira sharply lower against the D-Mark yesterday, writes Emma Tucker.

Rumours that Mr Giuliano Amato, the prime minister, might have to resign prompted a dramatic slide in the currency from 1948.8 per D-Mark at last night's close.

Mr Mark Brett, director of bond and currency strategy at Barclays de Zoete Wedd, said the market had reacted negatively to the fact that Italians were selling the lira heavily.

"The markets think the Italians are in the know," said one analyst.

The Bank of Italy intervened to prop up the currency as speculation about Mr Amato's future grew. He is in trouble because of a government-proposed decree which he co-authored that would take immediate effect and would allow corruption suspects to avoid jail.

Expectations of monetary easing by the Bundesbank dominated the rest of the day's trading. One trader said forecasts for German growth were being downgraded by the day, as analysts caught up with the extent of corporate grief in Germany.

The dollar struggled in late trading after a lurch upwards in the early afternoon. Analysts said there was nothing significant in the rise, although news that IG Metall, the German metal and engineering workers' union, had called for token strikes in east Germany, provided some support for the currency. The dollar closed in London up half a pence on Monday, to 1.964 at last night's close.

Sterling weathered the government's defeat over the Maastricht treaty on Monday night relatively well. It slipped a pence on the day but dealers reported that overseas investors were quick to buy the pound back from a DM2.385 level.

Mr Brett said fears about the UK's role in Europe were "overplayed", pointing out that Monday's defeat did not threaten ratification of the treaty, but merely delayed it. Although overseas investors

are confused by the UK parliament's machinations over Maastricht, dealers reported that sentiment towards the pound was generally "more kind".

However, many analysts doubt that the pound will be able to break above DM2.41 before the budget. Suggestions that they may raise taxes could cause the currency to slip.

"If there is anything too aggressive in the budget on fiscal policy, the currency might wobble because the market will start to expect further interest rate cuts," said Mr Brett. The pound closed at DM2.3925.

The franc was marginally lower against the D-Mark. It closed at FF3.391 compared with the previous close of FF3.389. The peseta was also slightly weaker, closing at Ptas1.12 against the D-Mark.

EMS EUROPEAN CURRENCY UNIT RATES

	Unit	Central	Official	% Change	% Spread	Difference
Spanish Peseta	166.636	166.636	166.636	0.00	0.00	0.00
Italian Lira	2036.268	2036.268	2036.268	0.00	0.00	0.00
Portuguese Escudo	200.482	200.482	200.482	0.00	0.00	0.00
Belgian Franc	36.363	36.363	36.363	0.00	0.00	0.00
D-Mark	1.936	1.936	1.936	0.00	0.00	0.00
French Franc	6.55957	6.55957	6.55957	0.00	0.00	0.00

For central rates see the European Central Bank. Percentages change are for the day. A positive change denotes a weak currency. Divergence shows the difference between the central rate and the market rate. The maximum permitted percentage deviation of the market rate from the central rate is 0.5%.

Source: European Central Bank. Data as at 11.00 a.m. on March 9, 1993.

Forward premiums and discounts apply to the US dollar.

STERLING INDEX

	Mar 9	Latest	Previous
5 spot	105.00	104.90	104.80
1 month	105.00	104.90	104.80
3 months	105.00	104.90	104.80
12 months	105.00	104.90	104.80

CURRENCY MOVEMENTS

	Mar 9	Bank	Spot	Forward
Sterling	77.5	77.5	77.5	77.5
US dollar	1.964	1.964	1.964	1.964
Japanese yen	166.636	166.636	166.636	166.636
French franc	6.55957	6.55957	6.55957	6.55957
German D-Mark	1.936	1.936	1.936	1.936
Italian lira	2036.268	2036.268	2036.268	2036.268
Spanish peseta	166.636	166.636	166.636	166.636
Portuguese escudo	200.482	200.482	200.482	200.482
Belgian franc	36.363	36.363	36.363	36.363
Dutch guilder	1.936	1.936	1.936	1.936
Swedish krona	1.936	1.936	1.936	1.936
Swiss franc	1.936	1.936	1.936	1.936
Irish pound	1.936	1.936	1.936	1.936
Irish pound	1.936	1.936	1.936	1.936

Bank rates refer to central bank discount rates. These are not quoted for the UK, Spain and Ireland. All other rates are for Mar 9.

Source: Reuters. Data as at 11.00 a.m. on March 9, 1993.

Forward premiums and discounts apply to the US dollar and the individual currency.

EURO-CURRENCY INTEREST RATES

	Mar 9	Short	7 days	1 month	3 months	6 months	1 year
Sterling	4.5	4.5	4.5	4.5	4.5	4.5	4.5
US dollar	4.5	4.5	4.5	4.5	4.5	4.5	4.5
Japanese yen	4.5	4.5	4.5	4.5	4.5	4.5	4.5
French franc	4.5	4.5	4.5	4.5	4.5	4.5	4.5
German D-Mark	4.5	4.5	4.5	4.5	4.5	4.5	4.5
Italian lira	4.5	4.5	4.5	4.5	4.5	4.5	4.5
Spanish peseta	4.5	4.5	4.5	4.5	4.5	4.5	4.5
Portuguese escudo	4.5	4.5	4.5	4.5	4.5	4.5	4.5
Belgian franc	4.5	4.5	4.5	4.5	4.5	4.5	4.5
Dutch guilder	4.5	4.5	4.5	4.5	4.5	4.5	4.5
Swedish krona	4.5	4.5	4.5	4.5	4.5	4.5	4.5
Swiss franc	4.5	4.5	4.5	4.5	4.5	4.5	4.5
Irish pound	4.5	4.5	4.5	4.5	4.5	4.5	4.5
Irish pound	4.5	4.5	4.5	4.5	4.5	4.5	4.5

Long term Eurodollar: two year 4.1-4.4 per cent; three year 4.1-4.4 per cent; five year 5.0-5.5 per cent; ten year 5.5-6.0 per cent. Short term rates are for US dollar and Japanese yen, others two day rates.

Source: Reuters. Data as at 11.00 a.m. on March 9, 1993.

Forward premiums and discounts apply to the US dollar and the individual currency.

EXCHANGE CROSS RATES

	Mar 9	Short	7 days	1 month	3 months	6 months	1 year
Sterling	1.964	1.964	1.964	1.964	1.964	1.964	1.964
US dollar	1.964	1.964	1.964	1.964	1.964	1.964	1.964
Japanese yen	166.636	166.636	166.636	166.636	166.636	166.636	166.636
French franc	6.55957	6.55957	6.55957	6.55957	6.55957	6.55957	6.55957
German D-Mark	1.936	1.936	1.936	1.936	1.936	1.936	1.936
Italian lira	2036.268	2036.268	2036.268	2036.268	2036.268	2036.268	2036.268
Spanish peseta	166.636	166.636	166.636	166.636	166.636	166.636	166.636
Portuguese escudo	200.482	200.482	200.482	200.482	200.482	200.482	200.482
Belgian franc	36.363	36.363	36.363	36.363	36.363	36.363	36.363
Dutch guilder	1.936	1.936	1.936	1.936	1.936	1.936	1.936
Swedish krona	1.936	1.936	1.936	1.936	1.936	1.936	1.936
Swiss franc	1.936	1.936	1.936	1.936	1.936	1.936	1.936
Irish pound	1.936	1.936	1.936	1.936	1.936	1.936	1.936
Irish pound	1.936	1.936	1.936	1.936	1.936	1.936	1.936

Long term Eurodollar: two year 4.1-4.4 per cent; three year 4.1-4.4 per cent; five year 5.0-5.5 per cent; ten year 5.5-6.0 per cent. Short term rates are for US dollar and Japanese yen, others two day rates.

Source: Reuters. Data as at 11.00 a.m. on March 9, 1993.

Forward premiums and discounts apply to the US dollar and the individual currency.

FINANCIAL FUTURES AND OPTIONS

LIVE LONG ONLY FUTURES OPTIONS

	Mar 9	Short	7 days	1 month	3 months	6 months	1 year
Sterling	1.964	1.964	1.964	1.964	1.964	1.964	1.964
US dollar	1.964	1.964	1.964	1.964	1.964	1.964	1.964
Japanese yen	166.636	166.636	166.636	166.636	166.636	166.636	166.636
French franc	6.55957	6.55957	6.55957	6.55957	6.55957	6.55957	6.55957
German D-Mark	1.936	1.936	1.936	1.936	1.936	1.936	1.936
Italian lira	2036.268	2036.268	2036.268	2036.268	2036.268	2036.268	2036.268
Spanish peseta	166.636	166.636	166.636	166.636	166.636	166.636	166.636
Portuguese escudo	200.482	200.482	200.482	200.482	200.482	200.482	200.482
Belgian franc	36.363	36.363	36.363	36.363	36.363	36.363	36.363
Dutch guilder	1.936	1.936	1.936	1.936	1.936	1.936	1.936
Swedish krona	1.936	1.936	1.936	1.936	1.936	1.936	1.936
Swiss franc	1.936	1.936	1.936	1.936	1.936	1.936	1.936
Irish pound	1.936	1.936	1.936	1.936	1.936	1.936	1.936
Irish pound	1.936	1.936	1.936	1.936	1.936	1.936	1.936

Estimated volume: 1,000 contracts. Source: Reuters. Data as at 11.00 a.m. on March 9, 1993.

Forward premiums and discounts apply to the US dollar and the individual currency.

LIVE LONG ONLY FUTURES OPTIONS

	Mar 9	Short	7 days	1 month	3 months	6 months	1 year
Sterling	1.964	1.964	1.964	1.964	1.964	1.964	1.964
US dollar	1.964	1.964	1.964	1.964	1.964	1.964	1.964
Japanese yen	166.636	166.636	166.636	166.636	166.636	166.636	166.636
French franc	6.55957	6.55957	6.55957	6.55957	6.55957	6.55957	6.55957
German D-Mark	1.936	1.936	1.936	1.936	1.936	1.936	1.936
Italian lira	2036.268	2036.268	2036.268	2036.268	2036.268	2036.268	2036.268
Spanish peseta	166.636	166.636	166.636	166.636	166.636	166.636	166.636
Portuguese escudo	200.482	200.482	200.482	200.482	200.482	200.482	200.482
Belgian franc	36.363	36.363	36.363	36.363	36.363	36.363	36.363
Dutch guilder	1.936	1.936	1.936	1.936	1.936	1.936	1.936
Swedish krona	1.936	1.936	1.936	1.936	1.936	1.936	1.936
Swiss franc	1.936	1.936	1.936	1.936	1.936	1.936	1.936
Irish pound	1.936	1.936	1.936	1.936	1.936	1.936	1.936
Irish pound	1.936	1.936	1.936	1.936	1.936	1.936	1.936

Estimated volume: 1,000 contracts. Source: Reuters. Data as at 11.00 a.m. on March 9, 1993.

Forward premiums and discounts apply to the US dollar and the individual currency.

LIVE LONG ONLY FUTURES OPTIONS

	Mar 9	Short	7 days	1 month	3 months	6 months	1 year
Sterling	1.964	1.964	1.964	1.964	1.964	1.964	1.964
US dollar	1.964	1.964	1.964	1.964	1.964	1.964	1.964
Japanese yen	166.636	166.636	166.636	166.636	166.636	166.636	166.636
French franc	6.55957	6.55957	6.55957	6.55957	6.55957	6.55957	6.55957
German D-Mark	1.936	1.936	1.936	1.936	1.936	1.936	1.936
Italian lira	2036.268	2036.268	2036.268	2036.268	2036.268	2036.268	2036.268
Spanish peseta	166.636	166.636	166.636	166.636	166.636	166.636	166.636
Portuguese escudo	200.482	200.482	200.482	200.482	200.482	200.482	200.482
Belgian franc	36.363	36.363	36.363	36.363	36.363	36.363	36.363
Dutch guilder	1.936	1.936	1.936	1.936	1.936	1.936	1.936
Swedish krona	1.936	1.936	1.936	1.936	1.936	1.936	1.936
Swiss franc	1.936	1.936	1.936	1.936	1.936	1.936	1.936
Irish pound	1.936	1.936	1.936	1.936	1.936	1.936	1.936
Irish pound	1.936	1.936	1.936	1.936	1.936	1.936	1.936

Estimated volume: 1,000 contracts. Source: Reuters. Data as at 11.00 a.m. on March 9, 1993.

Forward premiums and discounts apply to the US dollar and the individual currency.

LIVE LONG ONLY FUTURES OPTIONS

	Mar 9	Short	7 days	1 month	3 months	6 months	1 year
Sterling	1.964	1.964	1.964	1.964	1.964	1.964	1.964
US dollar	1.964	1.964	1.964	1.964	1.964	1.964	1.964
Japanese yen	166.636	166.636	166.636	166.636	166.636	166.636	166.636
French franc	6.55957	6.55957	6.55957	6.55957	6.55957	6.55957	6.55957
German D-Mark	1.936	1.936	1.936	1.936	1.936	1.936	1.936
Italian lira	2036.268	2036.268	2036.268	2036.268	2036.268	2036.268	2036.268
Spanish peseta	166.636	166.636	166.636	166.636	166.636	166.636	166.636
Portuguese escudo	200.482	200.482	200.482	200.482	200.482	200.482	200.482
Belgian franc	36.363	36.363	36.363	36.363	36.363	36.363	36.363
Dutch guilder	1.936	1.936	1.936	1.936	1.936	1.936	1.936
Swedish krona	1.936	1.936	1.936	1.936	1.936	1.936	1.936
Swiss franc	1.936	1.936	1.936	1.936	1.936	1.936	1.936
Irish pound	1.936	1.936	1.936	1.936	1.936	1.936	1.936
Irish pound	1.936	1.936	1.936	1.936	1.936	1.936	1.936

Estimated volume: 1,000 contracts. Source: Reuters. Data as at 11.00 a.m. on March 9, 1993.

Forward premiums and discounts apply to the

CANADA

CANADA

Sales	Stock	High	Low	Close	Day	Sales	Stock	High	Low	Close	Day	Sales	Stock	High	Low	Close	Day
TORONTO																	
3:45 pm March 9																	
Quotations in cents unless marked \$																	
174400	AMERIP	51 1/2	50 1/2	51 1/2	12	78200	Enco Bay	35 1/2	35 1/2	35 1/2	12	255000	Midco	231	225	225	-12
127400	Agropur	52 1/2	51 1/2	52 1/2	12	8500	Enco Ltd	51 1/2	51 1/2	51 1/2	12	17300	Midco	231	225	225	-12
72600	Alcan	51 1/2	51 1/2	51 1/2	12	18000	Enco Ltd	51 1/2	51 1/2	51 1/2	12	23000	Midco	231	225	225	-12
2200	Alcan	51 1/2	51 1/2	51 1/2	12	18000	Enco Ltd	51 1/2	51 1/2	51 1/2	12	23000	Midco	231	225	225	-12
65500	Alcan	51 1/2	51 1/2	51 1/2	12	18000	Enco Ltd	51 1/2	51 1/2	51 1/2	12	23000	Midco	231	225	225	-12
33500	Alcan	51 1/2	51 1/2	51 1/2	12	18000	Enco Ltd	51 1/2	51 1/2	51 1/2	12	23000	Midco	231	225	225	-12
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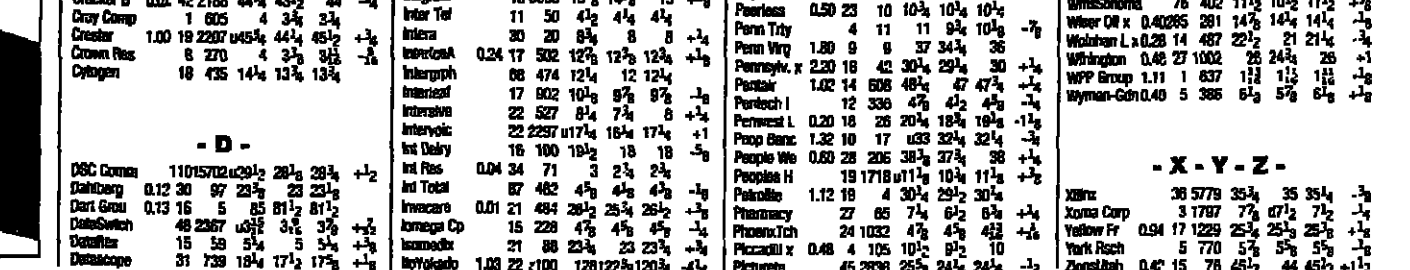
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Karl Capp for further details on Franklin Tel: 0130 3531, Fax: 069 3964481



AMERICA

Dow holds its own in spite of profit-taking

Wall Street

US SHARE prices were little changed in light trading yesterday as investors and dealers consolidated Monday's record-breaking gains, writes Patrick Harrison in New York.

At 1 pm, the Dow Jones Industrial Average was down 1.89 at 3,467.53. The index spent the entire morning session only a few points on either side of opening values. The more broadly-based Standard & Poor's 500 was down 0.64 at 454.07, while the Amex composite was up 1.61 at 418.34, and the Nasdaq composite 0.79 higher at 688.02. Trading volume on the NYSE was 186m shares by 1 pm.

The morning was dominated by profit-taking, as investors sought to book some of Monday's gains. Yet, in spite of the selling, prices held their own, an indication of the resilience of the market, which remains supported by extremely low interest rates, low inflation, and hopes for continued improvements in corporate profitability.

Prices may also have been supported yesterday by further indications from the White House that President Clinton is willing to accommodate more

spending cuts in his first budget.

On Monday, reports said that the President would accept an additional \$55bn in cuts; by yesterday that figure had risen to \$90bn.

Analysts have warned, however, that stock prices could be hit by a short-term correction over the next week or so. Some remain nervous about the Dow's record highs, fearing that prices may have risen too far, making stocks overly expensive in relation to future corporate earnings.

Among individual stocks, banks remained in demand, as investors bought them in the expectation that low interest rates will boost bank earnings. BankAmerica rose 1 1/2 to \$53 1/2, aided by a ratings upgrade from the brokerage house, PaineWebber, Citicorp added another 1/4 to \$27 1/2, Banc One 1/4 to \$53 1/2, Wells Fargo 1/2 to \$42 1/2 and Chemical 1/2 to \$42 1/2.

Also in the financials sector, American Express rose 3/4 to \$27 1/2 and Primerica jumped 3/4 to \$42 1/2, after the two groups confirmed that they are in talks which could lead to Primerica buying the brokerage and asset management operations of American Express' troubled Shearson

Lehman unit.

Safeway rose 1 1/2 to \$13 1/2 as investors continued to respond positively to Monday's news that the food retailer's chairman, Mr Peter Magowan, is stepping down as chief executive to run a baseball team in California.

Allied-Signal rose 3/4 to \$67 1/2 after the chairman, Mr Lawrence Bossidy, said that the company was on target to meet its previously announced earnings forecast of between \$4.50 and \$4.75 a share.

Some leading drug stocks were under pressure, with Merck down 1/4 to \$37 1/2, Pfizer 3/4 lower at \$60 1/2 and Bristol Myers-Squibb down 1/4 to \$57 1/2.

Canada

TORONTO recovered from opening weakness but prices were flat in dull midday trading. The TSX 300 index was up 2.24 to 3,553.28 in volume of 20.57m shares.

Shares in the Brouman group of companies formed following the release of annual earnings from Hees International and Brascan late on Monday.

Hees International rose 3/4 to C\$9 1/2 and Brascan class A rose 3/4 to C\$11 1/2.

EUROPE

Milan drops on political turmoil fears

BORSESSE mostly offered a modest response to Wall Street's overnight gains, writes Our Markets Staff, and some of them managed to ignore the Dow altogether.

MILAN faced the spectre of a government in serious trouble, and what was briefly seen as the possibility that the prime minister, Mr Giuliano Amato, might resign. The Comit index fell 17.11, or 3.2 per cent to 511.02 with the biggest casualties in blue chips, small banks and insurers which had outperformed in the recent rally.

News that a lunchtime cabinet meeting was being delayed and that Mr Amato planned to see President Oscar Luigi Scalfaro unnerved investors, already digesting a resignation threat by the justice minister, Mr Giovanni Conso, and more arrests in the ever-widening political bribery scandal.

Mr Robert Meyer, of Interim in Milan, said that the market was still taking the bribery scandal in its stride. "But if the government is facing collapse, that is another thing."

Mr John Stewart, of Pastoro and Partners in Milan, added: "The market over-reacted. It certainly looked as if

there was some panic selling.

"Some of the correction was expected from a technical point of view: a lot of call options are being exercised due to the end of the account later in the week. But the political situation has also become very problematic and Mr Amato's position is seen to have been weakened."

FRANKFURT got an early boost from Wall Street and a late one from BASF before it closed with the DAX index at 1831, or 1.1 per cent higher at 1,713.13. After hours, the dividend from Hoechst was back again to DM257.50.

PARIS persisted with its interest rate cut hopes and the CAC 40 index closed 5.83 higher at 2,009.69. One trader said that buying was centered around smaller companies which had been lagging behind the market.

Remy Cointreau was up FFR8.80, or 6.3 per cent to FFR151.80 while Alsace Supermarket led the winners with a lift of FFR231, or 13.8 per cent to FFR1,511 in 21,000 shares.

Euro Disney rose FFR4.30, or 5.1 per cent to FFR88.00. One analyst said he expected an announcement "any day" from Euro Disney about refinancing its debt so as to benefit from

FT-SE Actuaries Share Indices

Hourly changes		Open	10.30	11.00	12.00	13.00	14.00	15.00	Close
FT-SE 100	1161.91	1161.91	1162.80	1164.35	1163.38	1163.24	1163.58	1164.26	1164.26
FT-SE 250	1233.01	1231.84	1231.73	1233.60	1233.25	1229.81	1230.41	1230.72	1230.72

Mar 8		Mar 9	Mar 4	Mar 5	Mar 2
FT-SE 100	1165.04	1158.70	1156.15	1158.99	1158.71
FT-SE 250	1229.32	1226.29	1216.30	1221.03	1211.84

Index value 1000 (25/10/92)	100	1161.71	200	1234.35	1000	1161.44	200	1230.75
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Turnover rose from DM6.6bn to DM8.2bn. Mr Thomas Nolten of B Meteler in Frankfurt said that the DM10 dividend from BASF compared with fears of DM9 or even DM8, and lifted the shares by DM12 to DM240.50. Carmakers reflected the high liquidity in the market, although rises of DM10 to DM491 at BMW and DM12.50 to DM625.50 at Daimler were slightly offset by a 70 pf fall to DM287.70 in Volkswagen.

The BASF decision led to hopes that Hoechst, too, would pay more than the DM60 expected and Hoechst rose to DM283.50 in the post-bourse

against a close DM2.70 higher at DM256.30. Unfortunately, Hoechst delivered DM9 in the afternoon, and the shares came back again to DM257.50.

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closed BFR58 or 4.7 per cent ahead at the day's high of BFR1,292 in response to a profit forecast. The Bel-20 index closed 5.37 firmer at 1,236.12 in turnover of BFR1,635bn.

OSLO's all-share index rose 8.89 or 2.1 per cent to 429.05 in very active trading.

Norsk Hydro and Saga Petroleum each added NKR1.50 to NKR169 and NKR67.50 respectively after Statoil, in which both have stakes, announced its largest oil and gas find in recent years in the Nordland II area of the Norwegian Sea.

DUBLIN seemed to offer a positive response to Wall Street, the ISEQ overall index rising 23.96 to 1,397.43 for a two-day gain of 3.1 per cent, but foreign buying, the possibility of the government's 30 per cent stake in Greencore going into corporate, rather than institutional, hands and, above all, the drop in domestic interest rates were also put up as factors.

Irish interest rates have come down from 13 1/2 to 12 per cent since February 18, another half-point cut is in the cards and professionals are looking for a fall to 10 per cent or lower by the end of this year.

Tenuous balance beneath Bovespa's calm exterior

Bill Hinchberger analyses Brazil's equity market

Brazilian stock markets have seemed remarkably immune to the political and economic instability that surround them. Yet underneath their calm exterior, it appears that the balance is tenuous, provided by a jittery combination of push and pull.

Last week, after Mr Paulo Haddad resigned as finance minister and Mr Itamar Franco, the Brazilian president, named Mr Eliseu Resende as his replacement - a nomination widely criticised by politicians and business people alike - the São Paulo, or Bovespa, index lost just 1.4 per cent.

Inflation of about 5 per cent during the week boosted the drop in real terms, but on Monday of this week the market rebounded with an 8.1 per cent surge, to 14,974, making up the losses. Most traders agreed that Monday's jump was primarily due to defensive moves by investors, worried about potential politico-economic initiatives, shifting out of fixed interest stocks. Yesterday the Bovespa was a further 3.2 per cent ahead at noon.

Before the ministerial shake-up, Brazilian equities were up with the leaders among emerging markets. In the two months to end-February they showed an increase in dollar terms of 21.7 per cent, according to figures from the International Finance Corporation in Washington, outpaced by only Turkey and Taiwan.

From December to February, the Bovespa index gained 207 per cent, compared with inflation of 99 per cent for the period. In December, improvement was primarily sparked by the end of the political crisis that had dragged on for most

of 1992, ending with the resignation and impeachment of the former president, Mr Fernando Collor de Mello, after Christmas.

In January and February, the market reacted favourably to gradual reform - the passage of port modernisation legislation, steps towards fiscal reform, and advances in debt

telecommunications holding company that customarily accounts for half of daily trading in São Paulo.

Elektrobras, the federal electricity company, gained 122 per cent in real terms in February. Cemig, the utility concern in Minas Gerais state, jumped 191 per cent in real terms during the month.

Foreign investors might put \$1bn into the electric sector this year, either by shifting from current Brazilian holdings or through new investment, ventured Mr Edmund Games - a vice-president of the US investment house Scudder, Stevens & Clark, and portfolio manager for the Brazil Fund, a closed end fund which trades on the New York Stock Exchange - during a mid-February visit to Rio de Janeiro.

However, politics are a potential wild card. As Mr Resende gets settled into office, conjecture will give way to reaction to real events. Today, the Senate is scheduled to pass final judgment on a financial transactions tax which, says Mr Franco, is necessary to help balance the federal budget.

Share prices and stock market liquidity are still low. The 593 companies traded on the Rio de Janeiro exchange closed 1992 with an average book value of 28 per cent. This contributed to make February the third month in the last five with no new public share issues.

Foreign investors are tempted, but playing safe. "The vast majority are cautious," Mr Robert Barclay, president of Baring Securities Brazil, says. "They are waiting for a clear sign that economic reform is moving forward. Yet they are all terrified of missing out."

The biggest beneficial push was provided by the passage of legislation to allow public electric utility companies to set rates according to their costs, without interference by central authorities. Large industrial users currently pay about \$45 per megawatt hour, compared with an average generating cost of \$70 per megawatt hour.

The prospect of higher prices made leading utility equities appear as attractive as stock in Telebras, the state-controlled

negotiations with foreign creditors. Yet these positive signs were offset by apparently impulsive actions by the new president, like the decision to offer tax breaks for the relaunching of the Volkswagen Beetle, and delays in the privatisation programme.

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negotiations with foreign creditors. Yet these positive signs were offset by apparently impulsive actions by the new president, like the decision to offer tax breaks for the relaunching of the Volkswagen Beetle, and delays in the privatisation programme.

The biggest beneficial push was provided by the passage of legislation to allow public electric utility companies to set rates according to their costs, without interference by central authorities. Large industrial users currently pay about \$45 per megawatt hour, compared with an average generating cost of \$70 per megawatt hour.

The prospect of higher prices made leading utility equities appear as attractive as stock in Telebras, the state-controlled

ASIA PACIFIC

Foreign buying supports Nikkei's advance

Tokyo

ACTIVE foreign buying continued profit-taking by investment trust funds and equities gained further ground in volume of 850m shares, the heaviest trading since September 1991, writes Emiko Terazono in Tokyo.

The Nikkei average advanced 161.83 to 17,648.30, making a 6.1 per cent rise over the last two trading days. The index opened at the day's low of 17,724.89 and rose as high as 18,047.16, breaching the 18,000 mark for the first time since September last year. Profit-taking by the investment trusts pared some of the gain during the climb to almost four times the recent market average, on active buying by arbitrageurs and short-covering by foreign investors. Gains led losses by 761 to 291, with 124 issues unchanged. The Topix index of all first section stocks added 18.87 at 1,339.77, although in London the ISE/Nikkei 50 index closed just 0.32 up at 1,074.97.

In spite of the rise, some derivatives traders were cautious ahead of Friday's price fixing for settlements of March contracts of stock index futures and options. Mr Masa Sato at S.G. Warburg said the market could decline towards the end of the week as the bulk of options positions held by market participants would become profitable if the Nikkei index were to fall below 17,500.

Nippon Telegraph and Telephone was once again the focus of trading. The issue closed unchanged at ¥780,000

in active trading after hitting the day's peak of ¥829,000. Traders noted profit-taking by investment trusts. Fujikura, a cable maker closely linked to NTT, retreated ¥11 to ¥599 on profit-taking.

Foreign investors sought steel and electrical issues. Nippon Steel, the most active issue of the day, put on ¥10 at ¥317, NKK ¥8 at ¥265, Hitachi ¥26 at ¥747 and NEC ¥56 at ¥787.

Companies with close ties to the Japan Railway Group firmed on speculation that the issues will benefit from the expected listing of JR East later this year. Nippon Signal, the railway signal maker, moved ahead ¥20 to ¥1,360, while Tekken, a construction company and contractor for JR companies, gained ¥13 at ¥773.

Aids-related shares firmed on active buying by speculators. Ube Industries ended ¥30 higher at ¥390 and Nippon Zeon ¥16 dearer at ¥588.

In Osaka, the OSE average was 399.15 firmer at 18,793.44 in volume of 212.4m shares. Pharmaceuticals, electronics and constructions were among leading gainers. Nintendo, the video game maker, climbed ¥320 to ¥10,200.

Roundup

POLITICAL events again dominated some of the larger Pacific Rim markets.

HONG KONG took heart from renewed prospects of Sino-British talks soon and shares resumed their record-breaking run. The Hang Seng index finished 25.64 stronger at an all-time high of 6,508, having touched 6,557.10 during morning trading. Turnover improved to HK\$4.62bn. The previous record of 6,502.81 was set last Friday.

Banks were the best blue chip performers, with HSBC rising HK\$1 to HK\$70. Hang Seng Bank closed HK\$2.50 up at HK\$69.50 after touching HK\$70. Electronics companies were ahead on expectations of improved sales to the US.

AUSTRALIA tried to take its lead from events on Wall Street, but continuing election nerves held gains in check and the All Ordinaries index ended 16.6 firmer at 1,633.7.

Retail trade and jobs vacancies data helped the mood. Retail stocks fared well, notably Coles Myer, which rose 11 cents to A\$4.75 as retail trade figures boosted hopes for its

interim results, due tomorrow.

SINGAPORE was mixed, with banks continuing to shed some of their recent gains. The Straits Times Industrial index eased 3.32 to 1,657.72 in volume of 221.9m shares. OCBC Foreign declined 30 cents to S\$11.70 and UOB Foreign dipped 15 cents to S\$3.95. Inchange was 15 cents lower at S\$6.05.

BOMBAY suspended trading around midsession after shares came under unrelenting selling pressure. The BSE index fell by 132.64, or 5.4 per cent, to 2,318.56 before trading was stopped by the authorities because of the "abnormal movement" of prices.

TAIWAN saw particular weakness in financials as the weighted index receded 127.11, or 2.8 per cent, to 4,474.47.

LIFFE introduces Bonos futures.



On 10 March LIFFE, Europe's leading financial futures and options exchange, introduces Bonos futures on its renowned 'open outcry' trading floor.

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FT-ACTUARIES WORLD INDICES

Jointly compiled by The Financial Times Limited, Goldman, Sachs & Co. and NatWest Securities Limited in conjunction with the Institute of Actuaries and the Faculty of Actuaries

NATIONAL AND REGIONAL MARKETS	MONDAY MARCH 8 1993										FRIDAY MARCH 5 1993										DOLLAR INDEX					
	US Dollar Index	Day's Change Index	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	Local % chg on Day	Gross Div Yield	US Dollar Index	Day's Change Index	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	Local % chg on Day	Gross Div Yield	US Dollar Index	Day's Change Index	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	Local % chg on Day	1992/93 High	1992/93 Low	Year ago (approx)
Figures in parentheses show number of lines of stock																										
Australia (88)	133.97	-0.1	137.40	98.74	115.70	128.30	+0.2	3.89	134.12	137.52	99.75	116.24	128.01	135.68	+0.8	108.18	134.12	137.52	99.75	116.24	128.01	135.68	+0.8	108.18	134.12	137.52
Austria (18)	148.63	-0.1	152.45	109.55	128.47	128.34	-0.1	1.75	148.78	152.54	110.65	118.24	128.49	136.70	+0.8	131.18	148.78	152.54	110.65	118.24	128.49	136.70	+0.8	131.18	148.78	152.54
Belgium (42)	142.82	+0.7	148.27	105.11	123.26	120.46	+0.8	5.01	141.88	145.25	105.35	122.77	119.48	132.27	+1.1	131.19	141.88	145.25	105.35	122.77	119.48	132.27	+1.1	131.19	141.88	145.25
Canada (113)	123.78	+1.3	126.96	91.23	106.98	111.45	+0.8	3.00	122.20	125.29	90.87	105.90	110.52	142.12	+1.1	111.36	122.20	125.29	90.87	105.90	110.52	142.12	+1.1	111.36	122.20	125.29
Denmark (35)	203.07	+0.7	208.28	149.67	175.52	176.14	+0.4	1.01	201.71	208.82	150.01	174.82	175.44	273.94	+1.0	181.70	201.71	208.82	150.01	174.82	175.44	273.94	+1.0	181.70	201.71	208.82
Finland (23)	74.46	-0.6	76.39	54.90	64.38	93.47	-1.5	1.47	74.84	76.84	55.73	64.85	94.82	86.80	-0.4	52.84	74.84	76.84	55.73	64.85	94.82	86.80	-0.4	52.84	74.84	76.84
France (86)	157.72	+0.8	161.77	116.24	136.31	139.35	+0.5	3.22	156.42	160.38	116.32	135.55	138.69	186.75	+1.3	154.13	156.42	160.38	116.32	135.55	138.69	186.75	+1.3	154.13	156.42	160.38
Germany (62)	112.51	+0.9	115.40	82.34	97.25	97.25	+0.5	2.35	111.49	114.31	82.35	96.62	96.62	128.69	+0.8	101.39	111.49	114.31	82.35	96.62	96.62	128.69	+0.8	101.39	111.49	114.31
Hong Kong (50)	280.20	-0.7	288.67	191.78	224.51	258.28	-0.7	3.38	288.08	292.71	194.90	227.15	251.18	282.88	-0.3	178.38	288.08	292.71	194.90	227.15	251.18	282.88	-0.3	178.38	288.08	292.71
India (12)	218.28	+0.2	224.83	145.91	180.42	190.60	+1.0	1.02	217.82	221.11	145.94	180.92	190.22	273.71	+1.2	173.71	217.82	221.11	145.94	180.92	190.22	273.71	+1.2	173.71	217.82	221.11
Italy (75)	82.48	-1.5	84.09	46.05	54.00	73.39	-1.4	1.07	83.89	85.30	47.30	57.20	74.32	80.86	-0.7	47.22	83.89	85.30	47.30	57.20	74.32	80.86	-0.7	47.22	83.89	85.30
Japan (472)	113.57	+5.2	116.48	83.71	98.17	83.71	+4.2	1.00	115.78	110.71	83.30	95.80	80.30	140.45	+8.7	71.80	113.57	+5.2	116.48	83.71	98.17	83.71	+4.2	1.00	115.78	110.71
Netherlands (86)	218.28	+0.2	224.83	145.91	180.42	190.60	+1.0	1.02	217.82	221.11	145.94	180.92	190.22	273.71	+1.2	173.71	217.82	221.11	145.94	180.92	190.22	273.71	+1.2	173.71	217.82	221.11
Mexico (18)	1534.49	-1.9	1575.86	1130.89	1328.31	1204.32	+1.9	1.15	1506.12	1544.24	1120.06	1305.31	1508.78	1789.77	1485.84	+185.50	1534.49	-1.9	1575.86	1130.89	1328.31	1204.32	+1.9	1.15	1506.12	1544.24
Norway (25)	162.70	+0.8	166.88	119.92	140.33	138.88	+0.4	1.14	161.41	165.22	120.38	138.69	159.70	177.88	+1.08	148.84	162.70	+0.8	166.88	119.92	140.33	138.88	+0.4	1.14	161.41	165.22
New Zealand (13)	45.82	+1.1	48.99	33.77	39.60	49.22	+1.2	1.73	45.34	46.46	33.72	39.29	45.08	48.22	+3.79	44.80	45.82	+1.1	48.99	33.77	39.60	49.22	+1.2	1.73	45.34	46.46
Portugal (18)	168.80	+0.4	173.13	124.52	145.91	142.42	+0.7	2.04	165.13	170.25	124.52	145.91	148.20	169.89	+2.52	168.80	+0.4	173.13	124.52	145.91	142.42	+0.7	2.04	165.13	170.25	
Singapore (38)	221.87	-0.4	227.56	163.53	191.76	169.39	-0.3	1.97	222.73	226.37	166.85	193.83	168.90	229.63	+0.82	179.65	221.87	-0.4	227.56	163.53	191.76	169.39	-0.3	1.97	222.73	226.37
South Africa (80)	153.80	+0.5	168.01	120.73	141.58	163.80	+0.5	3.07	164.85	168.22	122.42	142.69	163.57	233.60	+3.24	214.26	153.80	+0.5	168.01	120.73	141.58	163.80	+0.5	3.07	164.85	168.22
Spain (46)	128.18	+1.1	131.47	94.48	110.79	114.63	+0.8	5.25	126.76	128.96	94.27	109.89	116.72	107.10	+1.54	154.94	128.18	+1.1	131.47	94.48	110.79	114.63	+0.8	5.25	126.76	128.96
Sweden (22)	168.80	+0.4	173.13	124.52	145.91	142.42	+0.7	2.04	165.13	170.25	124.52	145.91	148.20	169.89	+2.52	168.80	+0.4	173.13	124.52	145.91	142.42	+0.7	2.04	165.13	170.25	
Switzerland (56)	111.49	+0.4	114.32	82.16	96.35	106.28	+0.1	2.04	111.01	113.82	82.56	96.22	106.40	122.37	+0.95	97.86	111.49	+0.4	114.32	82.16	96.35	106.28	+0.1	2.04	111.01	113.82
United Kingdom (226)	172.49	+1.1	178.81	126.90	148.82	178.81	+1.1	4.15	170.31	174.72	126.65	147.59	174.62	200.07	+61.86	175.55	172.49	+1.1	178.81	126.90	148.82	178.81	+1.1	4.15	170.31	174.72
USA (523)	165.51	+1.9	190.27	136.74	170.36	185.51	+1.3	2.73	162.14	166.73	135.47	171.26	182.14	185.51	+1.93	163.92	165.51	+1.9	190.27	136.74	170.36	185.51	+1.3	2.73	162.14	166.73
Europe (778)	141.10	+0.8	144.72	104.04	121.96	134.78	+0.8	3.47	139.94	143.78	104.04	121.96	133.92	156.85	+1.30	133.71	141.10	+0.8	144.72	104.04	121.96	134.78	+0.8	3.47	139.94	143.78
Nordic (114)	119.01	+0.4	122.08	87.72	102.87	80.25	+3.6	1.33	113.59	118.87	84.77	96.79	87.10	141.97	+83.70	115.58	119.01	+0.4	122.08	87.72	102.87	80.25	+3.6	1.33	113.59	118.87
North America (719)	119.01	+0.4	122.08	87.72	102.87	80.25	+3.6	1.33	113.59	118.87	84.77	96.79	87.10	141.97	+83.70	115.58	119.01	+0.4	122.08	87.72	102.87	80.25	+3.6	1.33	113.59	118.87
Oceania (1493)	127.93	+2.8	131.21	94.28	110.56	107.85	+2.2	2.29	124.48	127.83	92.57	107.85	108.48	145.21	+113.80	127.29	127.93	+2.8	131.21	94.28	110.56	107.85	+2.2	2.29	124.48	127.83
North America (638)	181.87	+1.8	185.34	133.82	157.06	180.49	+1.8	2.74	178.41	182.93	133.70	154.85	177.28	181.67	+186.90	183.41	181.87	+1.8	185.34	133.82	157.06	180.49	+1.8	2.74	178.41	182.93
North America (638)	181.87	+1.8	185.34	133.82	157.06	180.49	+1.8	2.74	178.41	182.93	133.70	154.85	177.28	181.67	+186.90	183.41	181.87	+1.8	185.34	133.82	157.06	180.49	+1.8	2.74	178.41	182.93
North America (638)	181.87	+1.8	185.34	133.82	157.06	180.49	+1.8	2.74	178.41	182.93	133.70	154.85	177.28	181.67	+186.90	183.41	181.87	+1.8	185.34	133.82	157.06	180.49	+1.8	2.74	178.41	182.93
North America (638)	181.87	+1.8	185.34	133.82	157.06	180.49	+1.8	2.74	178.41	182.93	133.70	154.85	177.28	181.67	+186.90	183.41	181.87	+1.8	185.34	133.82	157.06	180.49	+1.8	2.74	178.41	182.93
North America (638)	181.87	+1.8	185.34	133.82	157.06	180.49	+1.8	2.74	178.41	182.93	133.70	154.85	177.28	181.67	+186.90	183.41	181.87	+1.8	185.34	133.82	157.06	180.49	+1.8	2.74	178.41	182.93
North America (638)	181.87	+1.8	185.34	133.82	157.06	180.49	+1.8	2.74	178.41	182.93	133.70	154.85	177.28	181.67	+186.90	183.41	181.87	+1.8	185.34	133.82	157.06	180.49	+1.8	2.74	178.41	182.93
North America (638)	181.87	+1.8	185.34	133.82	157.06	180.49	+1.8	2.74	178.41	182.93	133.70	154.85	177.28	181.67	+186.90	183.41	181.87	+1.8	185.34	133.82	157.06	180.49	+1.8	2.74	178.41	182.93
North America (638)	181.87	+1.8	185.34	133.82	157.06	180.49	+1.8	2.74	178.41	182.93	133.70	154.85	177.28	181.67	+186.90	183.41	181.87	+1.8	185.34	133.82	157.06	180.49	+1.8	2.74	178.41	182.93
North America (638)	181.87	+1.8	185.34	133.82	157.06	180.49	+1.8	2.74	178.41	182.93	133.70	154.85	177.28	181.67	+186.90	183.41	181.87	+1.8	185.34	133.82	157.06	180.49	+1.8	2.74	178.41	182.93
North America (638)	181.87	+1.8	185.34	133.82	157.06	180.49	+1.8	2.74	178.41	182.93	133.70	154.85	177.28	181.67	+186.90	183.41	181.87	+1.8	185.34	133.82	157.06	180.49	+1.8	2.74	178.41	182.93
North America (638)	181.87	+1.8	185.34	133.82	157.06	180.49	+1.8	2.74	178.41	182.93	133.70	154.85	177.28	181.67	+186.90	183.41	181.87	+1.8	185.34	133.82	157.06	180.49	+1.8	2.74	178.41	182.93
North America (638)	181.87	+1.8	185.34	133.82	157.06	180.49	+1.8	2.74	178.41	182.93	133.70	154.85	177.28	181.67	+186.90	183.41	181.87	+1.8	185.34	133.82	157.06	180.49	+1.8	2.74	178.41	182.93
North America (638)	181.87	+1.8	185.34	133.82	157.06	180.49	+1.8	2.74	178.41	182.93	133.70	154.85	177.28	181.67	+186.90	183.41	181.87	+1.8	185.34	133.82	157.06	180.49	+1.8	2.74	178.41	182.93
North America (638)	181.87	+1.8	185.34	133.82	157.06	180.49	+1.8	2.74	178.41	182.93	133.70	154.85	177.28	181.67	+186.90	183.41	181.87	+1.8	185.34	133.82	157.06	180.49	+1.8	2.74	178.41	182.93
North America (638)	181.87	+1.8	185.3																							